



# SOCIAL SERVICES AGENCY

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## 2004 BUSINESS PLAN



### *Mission Statement*

"...to deliver quality social services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, protect vulnerable adults and children, and recognize cultural diversity..."

Angelo Doti  
Director  
January 2004



**County of Orange**  
**SOCIAL SERVICES AGENCY**  
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ANGELO DOTI  
DIRECTOR

## **CHALLENGING TIMES PRESENT US WITH OPPORTUNITIES**

The last few years this letter has discussed how the Social Services Agency was entering a challenging time in view of the world and economic events. How true this has proved to be, continues to be, and has even intensified. The following issues are among those that the Agency and the County will be facing in the upcoming year.

California has recently suffered an economic downturn, which was reflected in the fiscal picture presented by the California State Budget for fiscal year 2002/03, and will continue to be problematic in 2003/2004 and 2004/2005. The Budget, which provides 91 percent of the funds for the operation of the Social Services Agency and its services to the public, has experienced a major fiscal shortfall, and some of the financial problems remain unresolved. The Legislature and the Governor have attempted to address the shortfall partly by reducing funds to programs that the Agency administers as well as County General Funds. This reduction in funds has had an impact on the clients we serve and the social health of the County. Our partners in the community and in local government will likewise continue to feel the effects of budgetary constraints. We will continue working with our partners to assure that we will provide the highest level of service possible despite the uncertainty created by the budget implications at the state level.

During 2003, nearly 4,000 CalWORKs clients reached their five-year maximum lifetime limit on welfare assistance and were discontinued from cash aid. At least 90% of the clients were working when their aid was discontinued. Approximately 75% of the families transitioned into the CalWORKs Safety Net program in which the children continue to receive aid. Following the time limits, there is still the potential for the receipt of child care, Food Stamps, Medi-Cal and subsidized housing. The question of what the long-term impact on these families will be is perhaps the greatest social experiment of our time.

California has come under considerable pressure by the federal government to improve its child welfare services. As a result, the Child Welfare Services Redesign plan has been developed at the state level. This plan, which is currently in the implementation stages, will have a significant impact on the Children and Family Services division of this agency in this, and coming years.

The Social Services Agency and its outstanding personnel continue to meet the challenges and continue to provide a high level of service to our county's most needy residents. We touch the lives of hundreds of thousands of people to assist, support, and protect them. Clearly, the next 18 months are going to be as challenging as 2003, but that also presents opportunities. We will collaborate with our fellow county departments, the cities, community organizations, and volunteers to meet the challenges and ensure that Orange County residents will continue to enjoy a safe and supportive environment that promotes stability and self-reliance.

Angelo Doti  
Director

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## I. EXECUTIVE SUMMARY

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Challenges created by a sagging economy and the California State Budget have compromised the ability of local governments to be responsive to the communities they serve. In Orange County, these fiscal challenges are exacerbated by our status as a “donor county” – where we only receive six cents of every property tax dollar sent to the State. However, challenges provide opportunities. So, despite the fiscal realities and other service-related issues

facing the Agency, we will continue to capitalize on the myriad of opportunities to develop unique strategies to maintain and improve service delivery. By prioritizing workloads, developing coordinated advocacy efforts,

engaging in strategic planning and maintaining and strengthening existing partnerships, we will continue to provide quality services that are responsive to the community, encourage personal responsibility, preserve families, and protect the vulnerable.

Child Welfare Services, In-Home Supportive Services, Adult Protective Services, CalWORKs, Food Stamps, Medi-Cal, and General Relief are among the state and federally mandated programs administered by SSA that offer:

- ◆ Prevention and intervention services to protect children and adults from abuse and neglect;
- ◆ Temporary cash assistance, employment and supportive services to enable families to move from dependency to self-sufficiency; and
- ◆ Access to food and medical assistance.

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### Our Vision

*Orange County residents will enjoy a safe and supportive environment that promotes stability and self-reliance.*

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### Key Outcome Indicators

In 1999, SSA adopted four key outcome indicators. We continue to employ these indicators to measure our performance in achieving our mission and our goals.

1. CalWORKs Cases with Earned Income
  2. Medi-Cal Coverage
  3. Adoptive Home Placements
  4. Adult Protective Services Financial Abuse Protection and Recovery
- 

The Temporary Assistance for Needy Families (TANF) program, signed into law by President Clinton in 1996, substantially transformed the American welfare system. The 1996 law gave states increased discretion in providing benefits and setting program rules. TANF and its accompanying state program, CalWORKs, placed an emphasis on client self-sufficiency and personal responsibility and required recipients to engage in job search or other work-related activities while they apply for and receive cash assistance. Statistics from the California Department of Social Services indicate that there has been a decrease in child poverty rates both in California and nationwide in the years since the implementation of welfare reform.

Orange County has been a leader in the state's campaign to assist recipients in their efforts towards self-sufficiency. Implementation of innovative strategies, buoyed by a strong economy, resulted in significant reductions to the county's public assistance caseload. The Agency is faced with the additional challenge of how to assist and support nearly 4,000 welfare clients whose aid has been discontinued as they reached their five-year maximum lifetime limit on assistance in 2003.

As budgetary constraints force the Agency to reduce or eliminate some of the services which support and assist welfare clients in becoming self-sufficient, we will work closely with our community partners to mitigate, to the extent possible, the loss of these services. We will also continue to work closely with employers to ensure that job development activities, work preparedness services, and Community Service vocational targets are responsive to the job market.

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**“The welfare caseload is changing more than it is shrinking. There are certainly fewer people receiving cash assistance, but there are also more people receiving child care, employment services, vocational training and other assistance designed to promote work.”**

*U.S. Representative Benjamin Cardin, Ways and Means Subcommittee for Welfare Policy (The New York Times, October 2003)*

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Although Congress has held hearings on welfare policy, they have not reauthorized the TANF program but extended it until March 31, 2004. Reauthorization issues include: work requirements, funding, the role of education and training, amount of child care funding, marriage promotion, reporting rules, and the conflict between time limits and work rewards that allow workers to stay on TANF with higher earnings. The ultimate outcome of program reauthorization will likely include more demanding Welfare-To-Work mandates and an increased focus on poverty reduction and child well-being. In addressing this challenge, the Agency will be advocating for adequate funding and continued flexibility to design programs that are responsive to the needs of the local community and that make welfare clients upwardly mobile and permanent members of the workforce.

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## **Our Mission**

*The Social Services Agency is comprised of dedicated, caring, efficient staff whose mission is to deliver quality social services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, protect vulnerable adults and children, and recognize cultural diversity. We succeed in our mission through encouragement and respect for our clients, partnerships with the community and a commitment to innovation and excellence in leadership.*

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The joint state and federally funded Medi-Cal program provides health coverage to the county's low-income individuals and families. Enrollment in the program on both the state and county levels has experienced steady growth over the last five years. Since last fiscal year, the number of persons receiving Medi-Cal in the County increased by 17% to 231,367 people. This increase in the number of individuals with access to health care is a result of regulation changes and enhanced outreach efforts.

Although Medi-Cal enrollment numbers have increased, the barrier of program complexity remains. In response, the Agency has implemented changes that eliminate barriers and simplify access to Medi-Cal services. Some of these efforts include outstationing Medi-Cal staff at a variety of locations, advertising health services through various media, complying with legislation and projects that simplify and expedite application processing, and participating in state projects related to the electronic transmission of applications.

Adoptive home placements provide permanence and stability free from abuse and neglect for children coming into the welfare system. The placement of children in adoptive homes increased by 7% this past fiscal year, and Children and Family Services placed 511 children in homes approved for placement. However, recruiting and retaining adoptive parents, especially those willing to adopt sibling sets and children with special needs, remains a challenge.

SSA is responding to this challenge by working with private adoption agencies to facilitate adoptive placements. Further, the Agency previously partnered with the Kinship Center to create a new adoption recruiter position, which is responsible for soliciting involvement from the county's private sector in the adoption process by planning and staging adoption events in the community. The Agency will also continue to encourage the integration of resources by the Foster Care Task Force and the Children's Services Coordination Committee to expand existing efforts to recruit and retain foster and adoptive parents.

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## **Our Goals**

- 1. Provide services to help needy or vulnerable adults and children to receive health care, food, shelter and clothing.*
  - 2. Promote independence and self-sufficiency by helping the unemployed, underemployed, and emancipating youth achieve and sustain stable employment.*
  - 3. Promote the safety and well-being of vulnerable adults and children through the availability of child and adult abuse prevention, intervention and supportive services.*
  - 4. Lead and support a shared community responsibility for the prevention of child and adult abuse and support of families.*
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Adult Protective Services responds to reports of elder and dependent adult abuse and exploitation, including physical and financial abuse. When the Agency identifies abuse and there are no appropriate family members to intervene, the Adult Protective Services workers collaborate with the Public Guardian's Office to protect the assets of the victims. Last year, over \$20 million in assets were protected or recovered.

The senior population in the county is expected to double in the next twenty years. As a result, the Agency will be faced with the challenge that the number of elderly who could potentially be at risk of abuse will also increase. In response to this challenge, we are making every effort to continue this project and hope to recover at least \$30 million in FY 2003/04.

Constant changes in the service environment resulting from federal and state statutes, regulations, the economy, and the client population, place the burden of designing new policies and programs on local government. The major challenges resulting from these changes call out for innovative responses. The Agency's guiding policy statements provide a framework to address challenges as we continue to be responsive to the public's needs. The opportunities

presented by changes resulting from budgetary constraints, new mandates, and shifting client demographics will be directed by goals, plans and projects. These goals will be supported by: a commitment to collaboration, continued technological enhancements, strengthened and improved communication, fiscal responsibility, investment in our workforce; and ultimately, the vision that Orange County residents will enjoy a safe and supportive environment that promotes stability and self-reliance.

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## **II. MISSION & GOALS**

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The Agency vision and mission statements express our role of promoting employment and self-sufficiency and providing services that keep the community healthy and productive, while recognizing cultural diversity.

### **Vision**

*Orange County residents will enjoy a safe and supportive environment that promotes stability and self-reliance.*

### **Mission**

*The Social Services Agency is comprised of dedicated, caring, efficient staff whose mission is to deliver quality social services that are accessible and responsive to the community, encourage personal responsibility, strengthen individuals, preserve families, protect vulnerable adults and children, and recognize cultural diversity. We succeed in our mission through encouragement and respect for our clients, partnerships with the community and a commitment to innovation and excellence in leadership.*

### **Goals**

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- 2. Promote independence and self-sufficiency by helping the unemployed, underemployed, and emancipating youth achieve and sustain stable employment.*
- 3. Promote the safety and well-being of vulnerable adults and children through the availability of child and adult abuse prevention, intervention and supportive services.*
- 4. Lead and support a shared community responsibility for the prevention of child and adult abuse and support of families.*

Through its commitment to meet and exceed state and federal mandates, the Agency supports the efforts of the County Strategic Financial Plan to move toward the County's goals. By providing many educational and training resources and opportunities to staff, SSA is improving the work environment while ensuring that residents will continue to receive the best quality services. We also strive to improve service delivery and reduce costs, through the continual enhancement of technology. SSA communicates and promotes its priorities to interested parties such as policy makers, other public agencies and departments, community organizations, and staff.

In the 2003 Business Plan, SSA established a significant number of service plan strategies for each of our primary goals. As an Agency, we accomplished nearly every one of the strategies we had set. Fiscal and other constraints did not allow us to achieve all of the forty-four strategies we had set. The details of the outcomes of these service plans may be found in Appendix E, Accomplishments 2003.

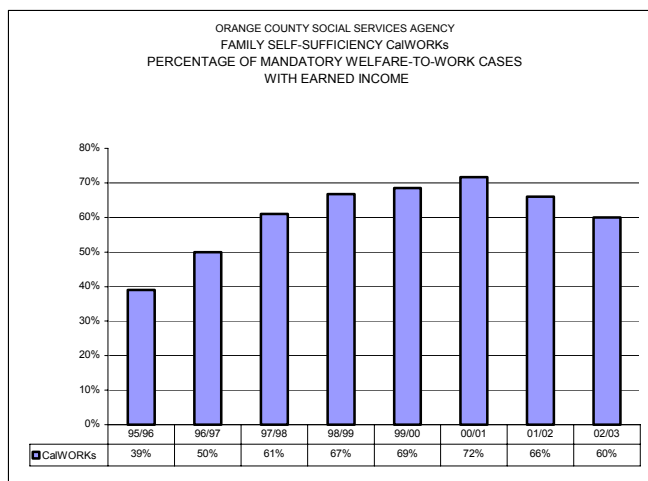


## Key Outcome Indicators

The Agency has adopted four key outcome indicators that represent performance of the organizational goals. These key outcome indicators are listed below and on the following pages.

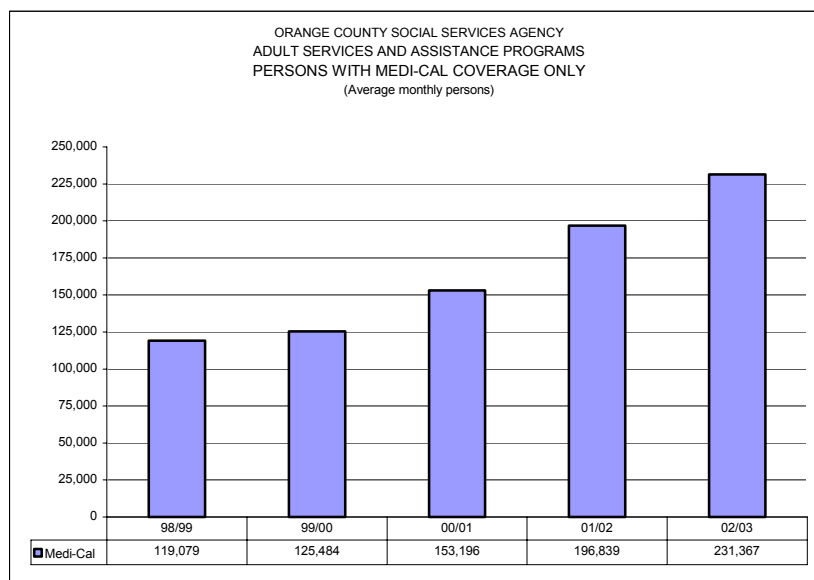
### CalWORKs Cases With Earned Income

Performance Measure	FY 02/03 Results	FY 03/04 Plan	FY 03/04 Anticipated Results	FY 04/05 Plan
<p>While there was a decline in FY 2002/03 due to CalWORKs clients reaching their five-year time limits starting in 2003, the percentage of CalWORKs cases with mandatory Welfare-To-Work participants reporting earnings was 60%, representing an 82% increase from 33% in FY 1994/95.</p> <p><b>How are we doing?</b> Even though there has been a recent decline, we believe the longer term increase in cases with income is commendable. Growth in previous years may be attributable to a good economy and sufficient funding to fully implement projects and services. As the economy softens and opportunities for employment decline, the Agency faces a challenge to continue performing at this level. Large numbers of recipients have gone off aid because they have become self-sufficient, or have reached their CalWORKs time limit.</p>	60%	Budgetary constraints have required the reduction or elimination of many of the contracted services we purchase to support recipients in becoming self-sufficient. We will work closely with partners and resources in the community to provide these services, and work more closely with employers in order to encourage them to hire and retain these individuals.	Applications for aid will continue to increase as gaining and retaining employment will be more difficult than in the past. January 2003 begins the termination of participants who have exhausted their five-year lifetime assistance limit. Many of these individuals who are currently working will no longer be included in the mandatory cases with earnings statistics.	Funding levels have been declining since FY 2001/02, and the trend will likely continue into FY 2003/04. Further service reductions may be required. Numerous business alternatives are being explored to mitigate the effects of these funding reductions while maintaining effective core services and collaborating with community partners.



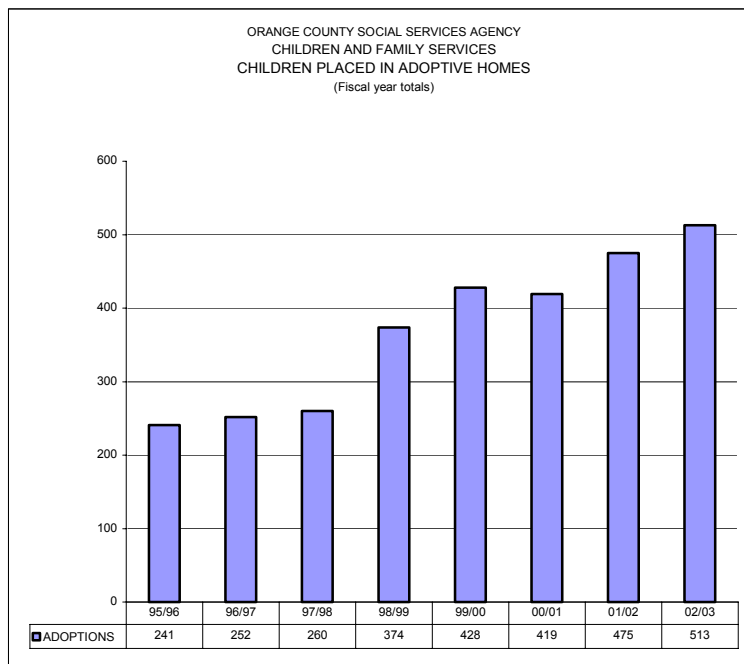
## Medi-Cal Coverage

Performance Measure	FY 02/03 Results	FY 03/04 Plan	FY 03/04 Anticipated Results	FY 04/05 Plan
<p>Medi-Cal provides health care coverage for low-income families and individuals. Monitoring the number of persons served under this program enables us to be more responsive to the medical needs of low-income households and to plan strategies to reach out to uninsured residents. Providing Medi-Cal to more residents in Orange County helps low-income families and those leaving CalWORKs to maintain self-sufficiency. Medi-Cal is considered a safety net benefit.</p> <p><b>How are we doing?</b> Enrollment numbers for those who received Medi-Cal increased by 18% last year due to regulation changes and outreach efforts. Maintaining existing projects, where feasible, coupled with legislation and projects that simplify and expedite application processing, should result in continued increases in enrollment during the next few years.</p>	<p>231,367</p> <p>(34,528 increase over FY 2001/02)</p> <p>Note: This number excludes those who receive Medi-Cal under CalWORKs, Refugee Cash Assistance, Foster Care, In-Home Supportive Services and Supplemental Security Income.</p>	<p>SSA plans to maintain current outreach efforts and institute mandated program changes that simplify and eliminate barriers to participation. Strategies include maintaining outstationed staff at caseload justified locations, advertising health services through flyers and other means, partnering with the Office on Aging for usage of their mobile van at community events, and collaborating with CalOPTIMA and HCA on strategies to maintain participation.</p>	<p>Growth projections are anticipated to be 14% annual increase for a net gain of 32,391 persons. This increase in enrollment is occurring at state and national levels.</p>	<p>SSA anticipates a challenging fiscal environment in FY 2004/05. SSA will continue to explore innovative processes and partnerships to maximize use of limited resources.</p>



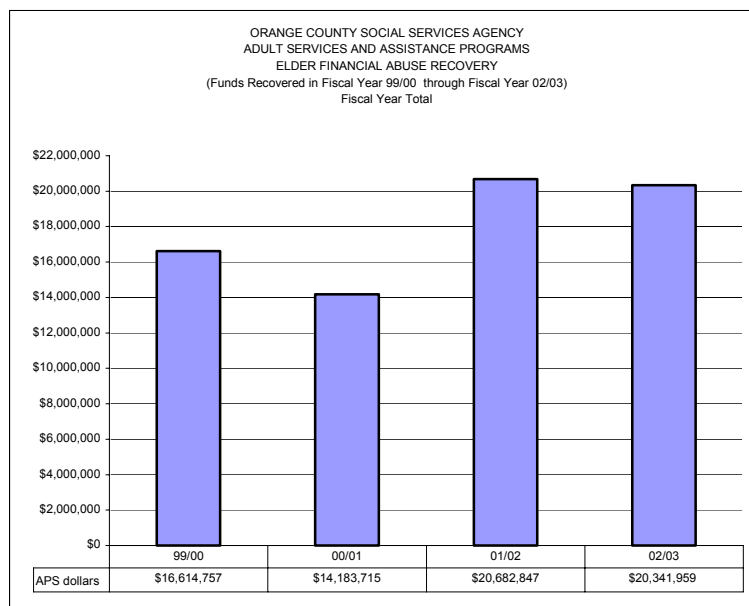
## Adoptive Home Placements

Performance Measure	FY 02/03 Results	FY 03/04 Plan	FY 03/04 Anticipated Results	FY 04/05 Plan
<p>Placement in an adoptive home gives each child an opportunity to be raised in a loving and supportive home and achieve a life-long relationship with the family.</p> <p><b>How are we doing?</b> Despite the fiscal adversity encountered during FY 2002/2003, the Adoptions Program was successful in increasing adoptive placements by 7% from the previous year. During this period, the program continued to work with private adoption agencies that assist with the completion of caretaker home studies and provide home studies of their families to add to the pool of available families for placement. In spite of the increase in the number of placements, more families are needed, particularly for older children and sibling sets. There has been a reduction in the number of available families for adoptive placement.</p>	<p>8% increase.</p> <p>CFS placed 513 children in homes approved for adoptive placements.</p>	<p>The Adoptions Program will continue to partner with private adoption agencies to increase the number of home studies of prospective adoptive families completed by private agencies. The Adoption Program will also continue to explore increasing the utilization of families recruited and studied by private agencies.</p>	<p>The possibility of an increasingly tight budget continues to cast a shadow on the likelihood of continued high productivity. CFS will maximize the use of existing resources to maintain the current level of adoptive placements.</p>	<p>CFS anticipates the challenging fiscal environment to continue through the 04/05 fiscal year. The Adoptions Program will continue to explore innovative partnerships and alliances within the community in an effort to maximize use of our limited resources.</p>



## Adult Protective Services Financial Abuse Protection and Recovery

Performance Measure	FY 02/03 Results	FY 03/04 Plan	FY 03/04 Anticipated Results	FY 04/05 Plan
<p>Adult Protective Services responds to reports of elder and dependent adult abuse and exploitation, much of which is financially motivated. When abuse is identified and there is no appropriate family member to intervene, the Adult Protective Services social worker collaborates with the Public Guardian's office to protect the victim's assets.</p> <p><b>How are we doing?</b> We are able to protect many of the victims of financial abuse. Although FY 2002/03 recoveries were almost the same as FY 2001/02, continued growth is difficult to predict since the estates of many victims are not large. However, robbing an elderly or disabled person of their life savings is to rob them of their quality of life, whether the estate is large or small.</p>	\$20,341,959 in assets were protected or recovered. This is about the same as FY 01/02.	Based on the current budget, we expect to be able to maintain service levels.	We expect to be able to recover approximately \$30,000,000.	Further cuts in funding could require that we reduce the level of staffing for this project, which could decrease the amount of assets protected and recovered.



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### III. OPERATIONAL PLANS

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SSA serves 1 in 9 Orange County residents encompassing a broad spectrum of individuals, ranging in age from newborns to the elderly. The downturn in the economy continues to have an impact on the needs of our clients and challenges our ability to serve them. As the economy contracts, the need for the Agency's services generally increases, while the state and federal funding sources for SSA programs decrease. SSA will endeavor to maintain the innovative programs and strategies implemented in the last few years to meet the needs of Orange County residents, working with other agencies and community partners in collaborative efforts to leverage funding and resources.

#### **Geographical Distribution of Cases Receiving Services Through SSA Programs**

##### **Geographical Areas:**

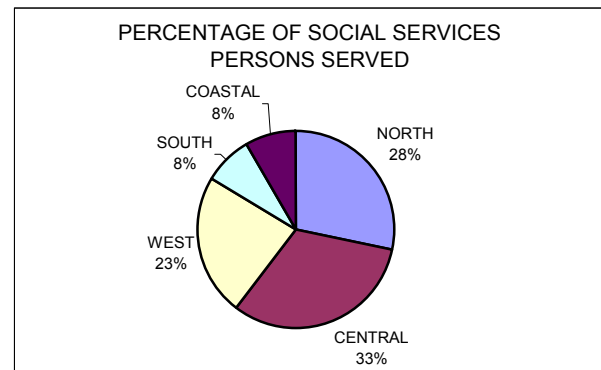
**North:** Anaheim, Brea, Fullerton, La Habra, Placentia, Yorba Linda

**Central:** Orange, Santa Ana, Tustin, Villa Park

**West:** Buena Park, Cypress, Garden Grove, La Palma, Los Alamitos, Stanton, Westminster

**South:** Aliso Viejo, Dana Point, Irvine, Laguna Beach, Laguna Hills, Laguna Niguel, Laguna Woods, Lake Forest, Mission Viejo, Rancho Santa Margarita, San Clemente, San Juan Capistrano

**Coastal:** Costa Mesa, Fountain Valley, Huntington Beach, Newport Beach, Seal Beach



The total population of Orange County is 2.93 million. Of the total population, 24% is in the North region, 19% in the Central region, 16% in the West region, 25% in the South region, and 16% in the Coastal region. The need for service is more heavily concentrated in the Central and North regions of the county, and our larger CalWORKs and Assistance Programs offices are located in the heavily populated areas. SSA will continue to collaborate with the County Homeless Coordinator, Health Care Agency, and Housing and Community Development, as well as cities and nonprofit agencies, to provide greater outreach in the areas that demonstrate more needs. The chart shows the geographical distribution of people served in FY 2002/03. The Agency also provides services to unincorporated areas of the county that are referred to as "County Islands."

The Social Services Agency's clients come from many backgrounds and ethnic groups. All of our employees and contracted service providers are trained in the area of cultural diversity and sensitivity. This training provides participants with educational information that increases awareness, understanding, and sensitivity in dealing with people of diverse cultural backgrounds. Each employee is provided the tools for developing personal cultural competency skills. Topics covered include identifying and understanding barriers to effective communication and positive relationships, recognizing and understanding how cultures differ, and how these differences can affect interactions in the workforce. This training was provided to Social Services Agency staff by an independent consultant, Dr. Mikel Hogan-Garcia, until June 2003. At that time, selected Training and Career Development (TCD) staff participated in training-for-trainers classes with Dr. Hogan-Garcia. TCD Staff have since assumed responsibility for conducting cultural diversity training sessions.

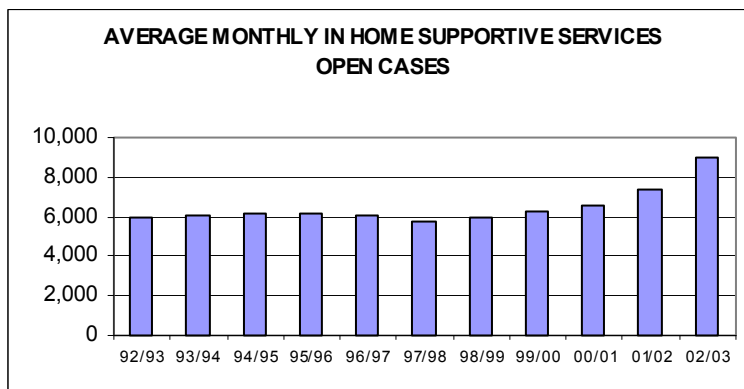
## **Clients and Cases**

The following graphs focus on the clients served by SSA and the caseload trends in three program areas: in-home care, children in foster or relative care, and welfare dependency.

### **In-Home Care For Frail Elderly and Disabled –Rapid Growth in Clients and Cost per Case**

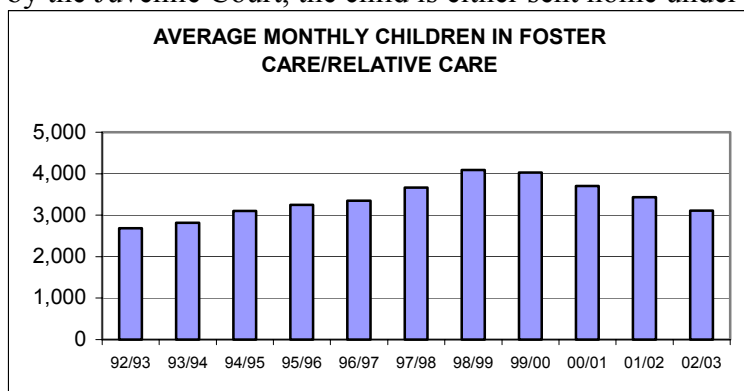
The In-Home Supportive Services (IHSS) program provides in-home care to frail elderly and disabled adults and children who live in the community. Over the past 3 years Orange County's IHSS program has grown from an average monthly caseload of 6,556 elderly and disabled clients served in FY 00/01 to 9,005 in FY 02/03 – an increase of 37% for the period. Due to the aging "baby boomers," similar growth across the state is expected to continue well into the future. The cost per case (wages, benefits, authorized service hours) continues to rise partly as a result of collective bargaining between the United Domestic Workers and the IHSS Public Authority.

Because IHSS is an entitlement program as well as a service program, applications cannot be capped and services cannot be withheld without violating state mandates. Approximately 78% of IHSS program funding comes from state and federal contributions. Program efforts to streamline operations and maximize staff efficiency are substantial and ongoing. Collaborative relationships with IHSS management teams across the state have been developed to address this rapid growth and increasing workload.



### **Children in Foster Care/Relative Care—Focusing On Stability**

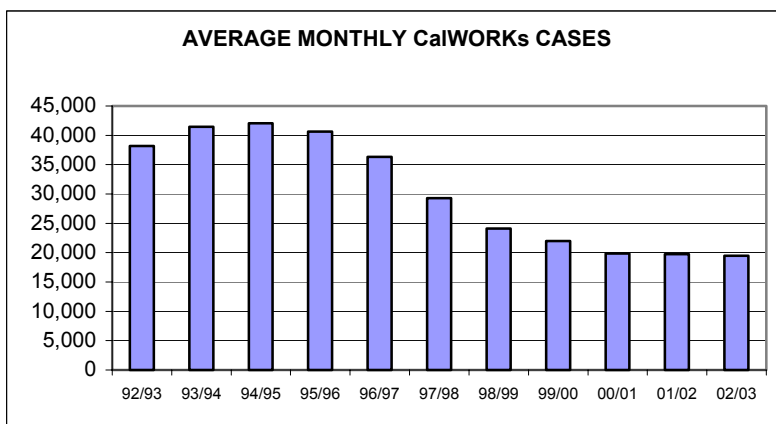
Children are placed into protective custody when there are substantiated charges of abuse or neglect and the children cannot be protected while remaining at home. After an investigation into the family's circumstances and review by the Juvenile Court, the child is either sent home under supervision or placed out of the home. The placement may be with a relative, a foster family, a non-related extended family, or in a group home. The emphasis on guardianship or adoption and the implementation of Wraparound Services (which provides services and supports for eligible children and their families to eliminate or avoid placement in an intensive level group home ) may have contributed to the decrease in foster care placement over the past three years.



## CalWORKs—California's Welfare Reform Program

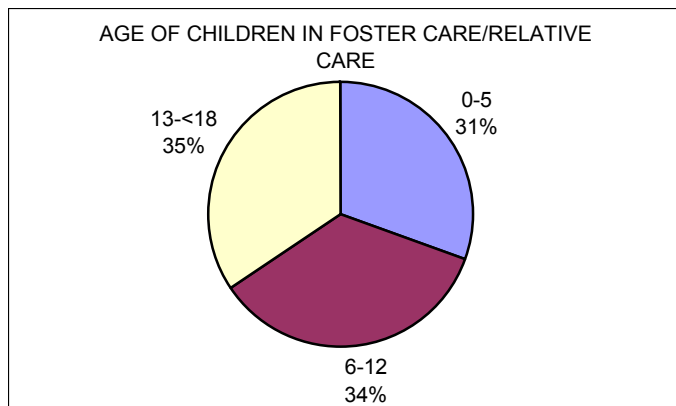
The number of families receiving financial assistance in the CalWORKs program has declined by 54% in Orange County since FY 94/95, exceeding the statewide caseload reduction. This success is attributable to the dedication and commitment of Agency employees to the vision that county residents enjoy a safe and supportive environment that promotes stability and self-reliance. Also contributing to this success is the effective collaboration of SSA with its community partners in the delivery of valuable supportive services.

The graph represents all cases receiving public assistance under the CalWORKs program. Each case represents a family unit of approximately 2.6 persons. Currently, 60% of CalWORKs families with a mandatory Welfare-To-Work individual have employment earnings, a rate that has increased by 82% since FY 1994/95 when the rate was 33%. However, with the clients reaching their CalWORKs five-year time limit, this will result in a decline in the percentage of employed participants.



## Children Receiving Services and Assistance—Continues to be a Priority for SSA

The population of Orange County is 2,929,996. This includes 845,148 children who comprise 29% of the population. Children make up a large percentage of the population served by SSA. Note that the children who receive Foster Care and CalWORKs also receive Medi-Cal.



### Foster Care

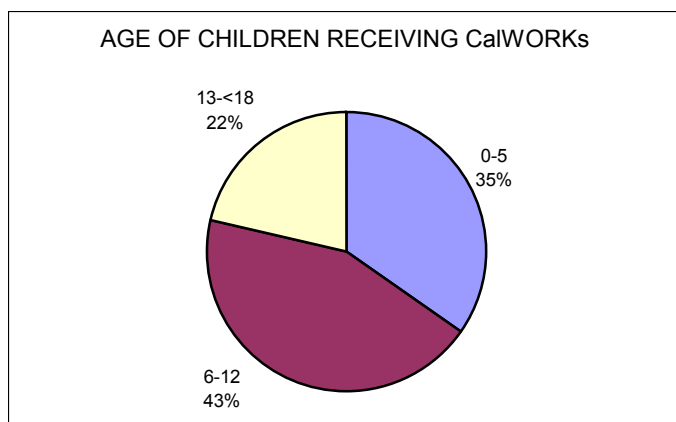
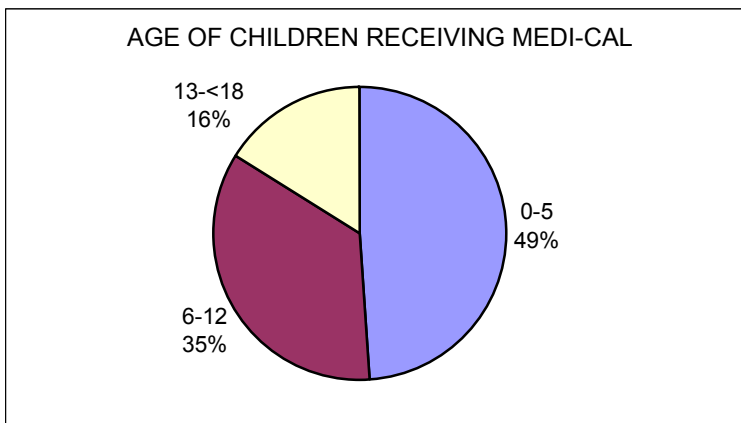
Foster care payments are for children only.

- 31% of foster children are under 6 years old
- 34% are 6 to 12 years old
- 35% are 13 years old or older

### Medi-Cal

Nearly half (49%) of the persons receiving Medi-Cal are children.

- 49% of these children are under 6 years old
- 35% are 6 to 12 years old
- 16% are 13 years old or older



### CalWORKs

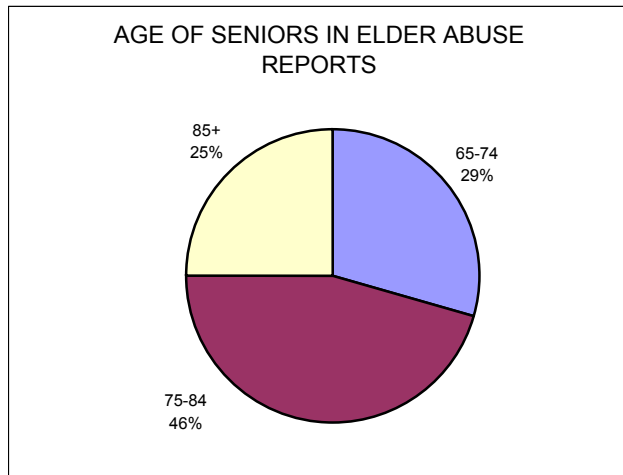
More than three-fourths (76%) of the persons receiving CalWORKs are children.

- 35% of these children are under 6 years old
- 43% are 6 to 12 years old
- 22% are 13 years old or older



## The Aging of Orange County – A Challenge for SSA

Adults age 65 or older comprise 10% of Orange County's population. SSA's Adult Services and Assistance Programs division includes programs that serve large numbers of seniors.



### Elder Abuse

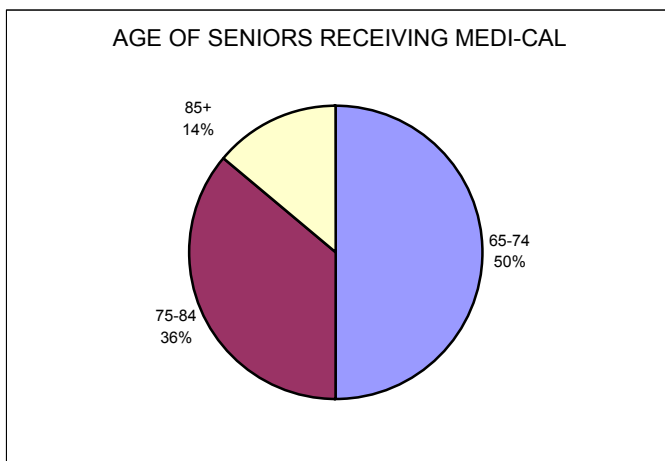
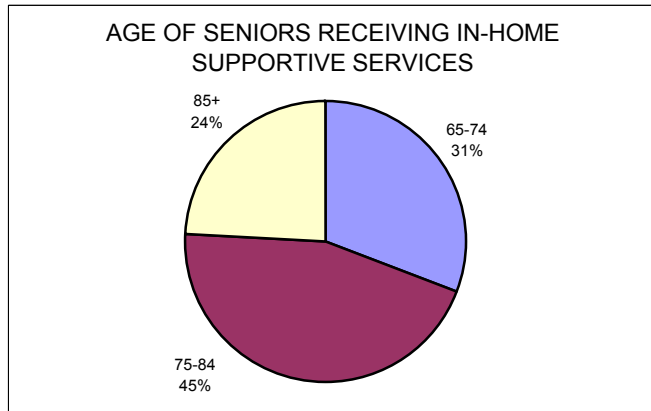
In FY 2002/03, 65% of abuse reports received were on the elderly.

- 29% were for adults age 65-74
- 46% of reports were for adults age 75-84
- 25% of reports were for adults age 85+

### In-Home Supportive Services

In FY 2002/03, 65% of IHSS clients were age 65 years or older.

- 31% were age 65-74
- 45% were age 75-84
- 24% were age 85+



### Medi-Cal

In FY 2002/03, 15% of all Medi-Cal recipients were age 65 or older.

- 50% were age 65-74
- 36% were age 75-84
- 14% were age 85+

## **Challenges**

During the development of the FY 2002/03 budget, SSA identified essential and some critically needed items totaling \$34 million (total funds) for inclusion in the FY 2002/03 proposed budget. However, in order to achieve a balanced budget without a demand on County General Funds, these essential and critical items were not included in SSA's proposed budget. Furthermore, the state budget resulted in significant funding reductions to SSA programs. Because of these reductions, SSA conducted additional reviews of its ongoing and one-time services and supplies costs that were reduced along with program (service) reductions in order to meet the funding reductions in the final state budget.

During the development of the 2003/04 budget, further reductions were necessary to meet Net County Cost restraints, due to the increased cost of doing business. SSA identified its various programs and related mandates, funding sources, and county costs for each of its programs. Service levels and non-mandated activities have been evaluated to determine where limited funding resources can best be utilized for maximum effect to provide the necessary services to clients.

Currently, SSA's programs are underfunded, thus impeding our ability to meet certain mandates attached to the services that SSA provides. In addition, SSA caseloads are increasing. This will have a critical impact on our ability to respond in a timely way to reports of child and adult abuse, and result in longer processing times for applications for assistance. SSA programs generally have a required county funding match or maintenance of effort requirement. Any reduction in county cost currently allotted to SSA further exacerbates these problems since the related state and federal dollars tied to the county funds will be lost.

The overarching challenge for SSA in 2004 is to provide the highest level of services with fewer funds. This issue alone will have an impact on every division in the Agency. Additional challenges will include several major mandated changes in programs or operations. These challenges and proposed solutions are outlined below.

**1.** Preparation for the implementation of CalWIN, the mandated statewide automated eligibility system, creates workload, operational, staffing, classification, and training issues. Implementing changes agreed upon with an independent contractor and upper management will continue to impact all Agency resources over the next several years. All staff required to use the CalWIN system will be trained and certified prior to CalWIN implementation. Other agencies that partner with SSA will also need to be trained to use the new system. Since the inception of CalWIN planning and development, full implementation has been delayed due to funding reductions and significant regulation changes. The latest delay has Orange County implementing in February 2006. The impact on the Agency's resources will progressively escalate until CalWIN is implemented in 2006. (This system is 93% funded by the federal /state governments and 7% county funded.). Possible solutions to this challenge include:

- a) Continue to prioritize workload resources within the Agency to maintain current programs while dedicating staff time to the CalWIN Project.
- b) Develop plans to implement recommended changes in a manner that is minimally disruptive to staff and the public.

- c) Involve staff from all divisions of the Agency and, where applicable, other department/Agency staff, in the planning process for CalWIN implementation.
- d) Involve all Agency divisions and its partners in the planning and modification of training modules and subsequent certification of staff. Staff will be trained through the joint efforts of Training and Career Development (TCD), SSA CalWIN staff experts, and vendors from the central CalWIN Project Office.
- e) Prioritize goals and develop time-driven strategies to train agency staff effectively on the various functions and needs of CalWIN towards the successful implementation of CalWIN, projected for February 2006.

2. The federal Temporary Assistance to Needy Families (TANF) program was extended until March 31, 2004. It is likely that federal reauthorization of the Personal Responsibility and Work Opportunity Reconciliation Act will include more demanding Welfare-To-Work mandates and an increased focus on poverty reduction and child well-being. SSA must be prepared to modify and enhance its service delivery methods and policies in order to meet the new challenges of the next steps in welfare reform.

- a) Advocate at the state and federal level for clear direction, adequate funding, and support for programs that serve families living at or below the poverty level.
- b) Take steps toward ensuring that Welfare-To-Work case management strategies achieve greater effectiveness and enhance service delivery as necessary to meet the increased outcome requirements anticipated under welfare reform reauthorization.
- c) Continue to advance toward a more coordinated approach to service delivery, with the goal of meeting a wider range of client needs. In particular, expand on integrated services with the Children and Family Services division in an effort to improve child well-being and meet the broader purposes of welfare reform.

4. As the economy has declined, the state budget has included significant cuts to human services programs. SSA must meet the challenge of maintaining CalWORKs core services and comply with each of the County's programmatic mandates, as required by law and regulation, in an environment of funding shortfalls. Proposed solutions include:

- a) Commence strategic planning to reevaluate and make necessary adjustments to service delivery methods, program administration, contract services facilities, and staffing.
- b) Pursue all appropriate and available funding sources to mitigate shortages in mainstream funding allocations.
- c) Enter into statewide strategizing with the California Department of Social Services, the County Welfare Directors Association, and other counties to forward Orange County interests in the areas of fiscal allocations and program redesign.

5. Reductions in the state child care allocation may result in a reduction or loss of child care payments for some current and former CalWORKs recipients beginning in 2003. Without ongoing child care subsidies, some employees will no longer be able to continue employment and may not leave or may return to welfare. Proposed solutions:

- a) Advocate for restoration of child care funds within the state budget process and TANF reauthorization efforts.

- b) Work with Children's Home Society and the Department of Education in an effort to move child care services from Stage 1 into Stages 2 and 3, where additional funds are available.
- c) Work with our Agency partners, including the County Child Care Coordinator, to provide information to former recipients about alternative child care services that are available in the community.

**6. Implement state mandated Quarterly Reporting for CalWORKs and Food Stamp Programs by June 30, 2004. Proposed solutions include:**

- a) Develop implementation plans, identify changes and prioritize workload in collaboration with CalWORKs, Food Stamp Program, Technology Services and Operations staff.
- b) Revise and develop program and operational policies and procedures on quarterly reporting and other related issues, including forms and notices.
- c) Inform all CalWORKs and Food Stamps applicants and recipients of these new requirements and give a presentation at the Community-Based Organization meeting to enlist the community's help in implementing this change.
- d) Train all CalWORKs and Food Stamps staff.

**7. The Agency will continue the Safety Net Program for adults reaching their CalWORKs 60-month time limit. The adult is discontinued from CalWORKs cash aid, but aid for the eligible children may continue under the Safety Net program. Because they will no longer receive CalWORKs, services to these adults will be reduced. Proposed solutions include:**

- a) Access community resources to reintegrate timed-out adults into the workforce.
- b) Provide intensive case management services to recipients in advance of time limits to prepare families to the greatest extent possible.

**8. A challenging fiscal environment will present challenges in maintaining Medi-Cal service delivery in outstationed and district assignments. Program changes and outreach efforts have increased Medi-Cal enrollment numbers, but the barrier of program complexity remains. It is anticipated that Medi-Cal caseloads will continue to expand on an ongoing basis. Proposed solutions include:**

- a) Work with the State to streamline program regulations and ensure consistency between the Medi-Cal and Healthy Families programs, simplify forms and move to electronic transmission of applications.
- b) Involve staff in collaborative task forces and projects within the Agency and with community partners and other agencies to implement new programs, maximize resources and streamline operational processes.
- c) Prioritize and reorganize the Agency's resources and workload, as necessary, to maintain adequate services as caseload levels continue to increase.
- d) Reduce outreach and public education services where feasible.

**9.** The Agency continues to deal with the impact of high caseload growth in Adult Services programs as the senior population in Orange County increases. Current methods emphasize safety and quality of life by delaying placement in institutions and promoting greater use of home and community-based programs. As the State has not fulfilled its commitment to fully fund these programs, the Agency's ability to meet the mandates of this growing caseload is compromised. Proposed solutions include:

- a) Prioritize and reorganize the Agency's resources and workload to maintain mandated services.
- b) Collaborate with Health Care Agency and other public and private organizations to coordinate care, avoid duplication of effort, and ensure effective utilization of limited resources.
- c) Reduce or eliminate outreach and public education in Adult Services, providing training only to mandated reporters of elder and dependent adult abuse.
- d) Ensure the fiscal integrity of the Multipurpose Senior Services Program (MSSP) by working with the California Department of Aging (CDA) and CalOPTIMA's MSSP program for long-range planning and coordination.

**10.** Identifying ways to mitigate the lack of transitional and affordable housing in Orange County is critical to promoting the self-sufficiency of emancipating foster care youth. Proposed solutions include:

- a) SSA will collaborate with other County agencies to identify new transitional housing and affordable housing providers and link providers to appropriate technical assistance and funding sources.

**11.** Recruiting and retaining foster parents and adoptive families is a constant challenge. This year will be especially challenging, due to the decrease in available funds for this purpose. Proposed solutions:

- a) Integrate the efforts of the Foster Care Task Force and the Children's Services Coordination Committee to enhance recruitment/retention efforts.
- b) Continue coordination with community colleges and other resources to ensure ample ongoing training opportunities are available for foster parents.
- c) Identify services that the foster parent community find of value through the Foster Care Advisory Board and the Foster Parent Forums. Place emphasis on creative measures to deliver these types of services.

**12.** Providing adequate services to the severely emotionally disturbed adolescent population remains a challenge. This population is increasing, while the number of resources for them is decreasing. Additionally, the state is requiring a 10% match for any expansion of Mental Health Services. Solutions include:

- a) Continue to develop resources that provide intensive levels of treatment and service, and Community Treatment Facilities.
- b) Partner with the Health Care Agency on the development of mental health services for this population.

- c) Pursue legislation in conjunction with the California Department of Social Services that provides for the development of placement resources and support for current placements.

**13.** Due to State budget reductions, there will be a decreased capacity to provide services. Proposed solutions include:

- a) Refine workload prioritization guidelines.
- b) Increase the span of control for supervisors and managers.
- c) Expand job responsibilities of supervisors and managers to include training formerly provided by contract entities.
- d) Eliminate or modify non-core or non-mandated functions.

**17.** In the face of significant CalWORKs incentive funding reductions, it is a critical challenge to ensure the sustainability of Family Resource Centers (FRCs). FRCs are vital platforms for neighborhood-based service delivery. Proposed solutions include:

- a) Continue to be involved in a variety of efforts to promote FRC sustainability, including the provision of technical assistance to the FRCs, training in strategic planning and diversification of the funding base.
- b) Promote continuing stakeholder involvement, partnering with public and private agencies, organizations and foundations, as well as fiscal leveraging and effective resource utilization.

**18.** The same declining economic conditions mentioned above pose a threat to a variety of funding streams supporting SSA operations. Some proposed solutions include:

- a) Review all current funding strategies to maximize prudent fiscal leveraging opportunities.
- b) Maximize utilization of community-based and outreach services.
- c) Prioritize and reorganize the Agency's resources and workload, as necessary, to maintain adequate services during periods of high caseload levels.

**19.** Improving Food Stamp Program accuracy in an environment of reduced funding and programmatic change will be a challenge in both Non-Assistance and Public Assistance/CalWORKs caseloads. Proposed solutions include:

- a) Enlist support from state and county staff to identify solutions, projects and processes that will enhance program accuracy.
- b) Implement quarterly reporting for Food Stamps as per state timelines.
- c) Collaborate with state-funded consultants in accuracy improvement projects.
- d) Implement technology processes that automate and standardize reports and error trend tracking as well as supervisory case review data.
- e) Prioritize and reorganize the Agency's resources and workload, as necessary

**20.** Providing the same level of training to SSA staff and partner agencies with a decreasing budget for contractors to provide the training. Proposed solutions include:

- a) Identify SSA internal resources/experts as well as other County of Orange agencies, educational partners, and community-based organizations that would be available to provide training and

educational opportunities to SSA staff at no cost to the County. Tapping into existing grants through community partners will also be utilized as a training resource.

## **Resources**

The Social Services Agency administers federal, state and county social service programs that protect children and adults from abuse or neglect, enable the frail and disabled to remain in their homes rather than being institutionalized, move eligible families from dependency to self-sufficiency, and provide program benefits for eligible CalWORKs, Food Stamps, Refugee, General Relief, and Medi-Cal recipients.

The Agency is comprised of four major divisions: Administration, Adult Services and Assistance Programs, Children and Family Services, and Family Self-Sufficiency (refer to Appendix A for an organization chart). These divisions provide the core businesses of the Agency, which include self-sufficiency, protective services, independent living, financial assistance, health care access, employment services, and family stability. In addition, vital links to the community and to other public partners have been established.

SSA directly employs 3,700 staff and indirectly employs approximately 100 staff through the Auditor-Controller department, who are assigned solely to Agency functions. In addition, we have contracts with private sector for-profit, non-profit and faith-based organizations that employ staff to provide case management and other social services.

### **Funding the Social Services Agency**

We administer a total budget of \$647 million in appropriations and \$589 million in revenues, with a net cost to the County of \$58 million.

Our operational budget includes gross expenditures of \$392 million for salaries, benefits, services and supplies, support and care payments such as child care, transportation, and other CalWORKs-related payments to clients.

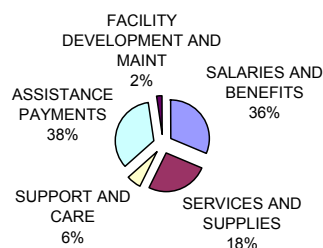
This figure also includes the county's share of payments to providers for In-Home Supportive Services. Over \$93 million of these total funds is for privatized services. This does not include expenditures made directly by the State to service providers and clients for Medi-Cal, In-Home Supportive Services and Food Stamps, although the case management cost is included in the operational budget.

The expenditure budget for assistance payments to clients and foster care providers is \$242 million, which includes \$126 million paid to foster parents, relative caretakers and group home providers for the care of children in foster care as well as adoptive support services. The budget for Facilities Development and Maintenance is approximately \$14 million.

The Agency's fiduciary responsibility for determining eligibility and issuing benefits is in excess of \$1 billion for Food Stamps, Medi-Cal, Medical Services for Indigents, Cash Assistance Program for Immigrants, and In-Home Supportive Services. These benefits, as stated above, are not in the county budget, but are appropriated and paid from the state and federal budgets. They expand SSA's fiscal responsibility to \$1.8 billion per year.

Approximately 91% of the Agency's budget is funded from multiple revenue sources with the majority of the revenues from the federal and state governments for the administration of state and federally mandated programs. The remaining 9% of the revenue is funded from the County General Fund. In addition to federal and state revenues, we receive funding from grants, realignment sales tax, donations, and various other sources. The mandated federal program funding flows first to the State and subsequently to the counties. In the mandated federal programs, there is usually a state share

**FY 2003/04 Appropriations Adopted Budget**





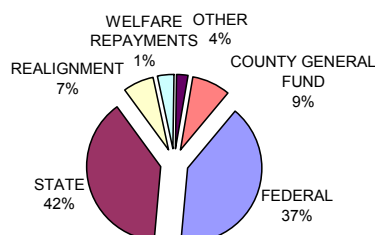
requirement in order to obtain federal funding. A portion of the state's "matching funds" or a maintenance of effort requirement is passed on to the counties. For example, some of the Foster Care program is funded at 50% federal, 20% state, and 30% county, a ratio established by the annual state budget process. In contrast, the traditional cost of Medi-Cal eligibility determination is funded at 50% federal and 50% state with no county share.

There are also state mandated programs that are funded by the State, with the counties sharing some of the cost. General Relief is the only SSA program that is mandated by state law but funded entirely with county funds.

### **Commitment to Fiscal Responsibility - Locally and Statewide**

Most of SSA's general fund requirement is mandatory maintenance of effort or county match. For FY 2004/05, there are budget uncertainties due to possible declining federal, state, and local revenues as well as increasing applications for assistance. SSA will actively seek out information pertaining to the local, state, and federal fiscal environment during FY 2003/04

**FY 2003/04 Revenues Adopted Budget**



and monitor this information closely. This information will allow SSA to make timely budgetary adjustments to the FY 2003/04 and FY 2004/05 budgets. Budgetary reductions to date include a hiring freeze; reduction in the use of temporary help, extra help, and overtime; reduction in travel; and reduction of contracts for goods and services. Additional reductions continue to be considered and analyzed as funding information becomes available.

SSA is also exploring methods to maximize resources by analyzing the workforce and service delivery to deal with the budgetary adjustments. SSA will continue to restructure its organization and workflow to achieve efficiencies. Furthermore, SSA will continue to restructure the roles of supervisors and managers, as needed, in order to accommodate changes due to the hiring freeze. In addition, SSA will continue to seek grant funding where appropriate.

Each year, SSA demonstrates a commitment to fiscal responsibility by developing and monitoring the Agency's portion of the annual county budget, providing input and monitoring the County Financial Strategic Plan relative to Agency activities, and participating in the California Welfare Directors Association fiscal committees, subcommittees and workgroups.

### **Mandates - The Changes and Challenges**

Complex laws and regulations that are contained in both federal and state statutes govern the Agency's programs. These laws and regulations mandate which social service programs SSA will provide to Orange County residents and determine who will be eligible. In addition, federal and state regulations dictate specifically how these programs will be administered. The regulations also specify the types of services and amounts of benefits that the Agency will provide, the time frames for delivery of the services or benefits, the accuracy levels we must maintain in administering the programs, and the statistical measurements.

These mandates, laws, and regulations governing the Agency are subject to frequent changes emanating from the federal and state governments and sometimes the courts. These changes present many challenges and often require major changes in the service environment. SSA is dedicated to meeting the challenges and responding positively to the ever-changing service environment with innovative techniques. Refer to Appendix H for a list of legal mandates.

### **Service Plan Strategies for the Year 2004**

The direction set by our Board of Supervisors provides us with the means to sustain organizational and professional vitality. We are increasingly focused on achieving results, tracking and reporting measurable outcomes, and linking pay with performance and achievement of business objectives. The Management Performance Plan (MPP) and the Performance Incentive Plan (PIP) are two examples of the mechanisms implemented to support the achievement of the desired organizational results. Enlightened Leadership principles give us a personal framework and foundation for aligning ourselves and our efforts with that organizational vision.

We will continue to develop and support PIP and MPP competency measures and improve the effectiveness of the plans as tools to motivate employee excellence. We will also support staff attending Performance Improvement Plan training to improve the effective use of the Performance Incentive Program. We remain committed to continuing to educate County staff and work collaboratively for completion of the performance measurement and pay for performance components of the Corporate Management System. This includes incorporating the strategies of the Leadership Excellence and Development Program (LEAD) that have been implemented, including those strategies found in the LEAD newsletters and the upcoming Workforce Vision publication.

The service plan strategies for the Agency are categorized according to the goals that they are intended to support. It is anticipated that these plans will be initiated and accomplished in the year 2004.

<b>Goal # 1: Provide services to help needy or vulnerable adults and children to receive health care, food, shelter and clothing.</b>
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1. Implement quarterly reporting for Food Stamp and CalWORKs benefits.
2. Continue to implement Food Stamp accuracy improvement processes to ensure that clients receive correct benefits.
3. Continue to enhance collaboration between Family Self-Sufficiency and Children and Family Services staff on mutual client cases. Develop strategies, such as a Structured Decision Making tool, to assess the strengths, needs and risk factors of CalWORKs' families and determine appropriate services to prevent potential child abuse. Provide contracted training to FSS staff on strength-based, skill-building material and wraparound services.
4. Collaborate with other county agencies/departments to facilitate client service.
5. Implement Mid Year Status Reports in Medi-Cal and ensure that Performance Measurement Standards are met.
6. CalWORKs supportive services will continue to be available to Family Reunification parents by having Family Self-Sufficiency and Children and Family Services divisions collaborate with each other. This program provides CalWORKs supportive services such as: mental health, substance abuse, transportation, and ancillary or any service allowable under the CalWORKs program to parents who have a Family Reunification plan because the child (ren) were removed and placed in out-of-home care, and the County determines that the services are necessary for family reunification.
7. Rebuild and maintain the Multipurpose Senior Services Program (MSSP) to the fully contracted level, preventing the premature out-of-home placement of frail elderly Orange County residents.
8. Implement transitional Food Stamp benefits for households terminating from CalWORKs.

**Goal #2: Promote independence and self-sufficiency by helping the unemployed, underemployed, and emancipating youth achieve and sustain stable employment.**

1. Continue to assist CalWORKs participants through the Employment Support and Retention Services program to overcome barriers to employment. Prioritize essential services assisting recipients to become employed, and to improve their employment income, to achieve self-sufficiency prior to the expiration of time limits.
2. A Case Management Best Practices committee will continue to gain a broad perspective of Family Self-Sufficiency staff performance, to identify methods of enhanced service delivery, and improve overall Welfare-To-Work outcomes.
3. Continue to coordinate services and provide program, resource and benefit information to asylees, refugees and victims of trafficking to facilitate their acculturation and transition to self-sufficiency. Use the Office of Refugee Resettlement grant to implement Refugee Family Enrichment Services, providing Relationship Enhancement Program workshops to assist married couples to improve communication and conflict resolution skills, and pre-marital education for youth and young adults.
4. Maximize use of the Vocational Assessment contract, Temporary Assistance for Needy Families (TANF) Job Placement referrals through the contract with County of Orange Community Services Agency Workforce Investment Board (WIB), and through referrals to Workforce Investment Act contracts administered by the three WIBs. Utilize Independent Living Coaches and Workshops contracts for emancipating youth to connect parenting youth with resources and support available in the community. .

**Goal #3: Promote the safety and well-being of vulnerable adults and children through the availability of child and adult abuse prevention, intervention and supportive services.**

1. Continue to collaborate with county and community partners to develop Medi-Cal and Foster Care Title IV-E leveraged funding opportunities to maximize revenue sources for the purposes of enhancing services for clients, and to develop sustainability of revenue sources for existing programs when current funding diminishes.
2. Seek funding from other governmental and private sources, which in combination with the Promoting Safe and Stable Families funds will enable provision of services through the Family Resource Centers.
3. Adjust child welfare practice to meet or exceed mandatory outcome measurements emerging from the Adoption and Safe Families Act, and the California Child and Family Services Review. Strategies to accomplish this goal include, but are not limited to, 1) maximizing the effective use of multidisciplinary services and best practice models; 2) developing and strengthening alternatives to congregate care placement; 3) adapting the child abuse response system to employ a strength-based assessment of needs and to build on community partnerships; and 4) aligning fiscal, clerical and technological resources to accurately reflect outcomes as measured through federal and state database systems.
4. Increase the positive social behaviors exhibited by youth while they are at Orangewood Children's Home through the successful implementation of the Orangewood Active Teaching Therapeutic Approach.

5. Implement Family-to-Family outcomes, goals and strategies as an organizational approach to achieving positive outcomes for abused and neglected children. The Family-to-Family model of service delivery is aligned with many of the outcomes required by federal and state legislation (see above). The core strategies of the model are:
  - Recruiting, training and supporting resource families
  - Building community partnerships to share the work of child abuse prevention and intervention at the neighborhood level
  - Making decisions critical to the life of a child as a team
  - Using data to drive policy and practice
6. Expand the CalWORKs Multi-Disciplinary Team approach by more fully utilizing participation from CFS and CalWORKs at Family Group Decision Making sessions.
7. Provide consultation services to the District Attorney, through weekly meetings of the Elder Abuse Forensic Center, which assists the DA in filing charges in elder and dependent adult abuse cases.

<p><b>Goal #4: Lead and support a shared community responsibility for the prevention of child and adult abuse and support of families.</b></p>
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1. Continue the Community Partnership Program to identify, recruit, and enroll local organizations to assist SSA caseworkers in providing essential resources to families in need. This will utilize resources and expertise within the community to provide fundamental support that is necessary for many CalWORKs recipients working towards employment and self-sufficiency.
2. Collaborate with community partners and other agencies to increase program awareness and ensure that outstationed Medi-Cal and Food Stamp workers are effectively utilized so that services to clients are maximized.
3. Continue volunteer orientation and training sessions, as needed, to promote the involvement of the community in a variety of programs that are especially vital in a period of funding reductions.
4. Strengthen Orange County's child abuse prevention and identification services by partnering with the Health Care Agency and other community partners to expand the Child Abuse Services Team (CAST).
5. Collaborate with the Children and Families Commission of Orange County in the development and support of community child abuse prevention and family support initiatives.
6. Continue to utilize the expertise of private and public experts in the community to address abuse of elder and dependent adults through participation in multidisciplinary case conferences, including Financial Abuse Specialist Team (FAST), Multidisciplinary Team (MDT), and the Vulnerable Adults Specialist Team (VAST).
7. Continue planning the transformation of business processes to gain maximum value for the Agency and all of its collaborative partners from the implementation of CalWIN. Plans will include clerical and reception services, Intake and Initial Services, Continuing and Ongoing Services, Employment/Welfare-To-Work and General Relief /Work Program services as well as Fiscal Services. These efforts are being coordinated with the appropriate labor groups (AFSCME and OCEA).
8. Expand Family Group Decision Making (FGDM) conferences for families earlier in the system i.e. Investigations. Also continue to engage families and community members in the development of a support network for emancipated youth through the Emancipation Planning Conferences.

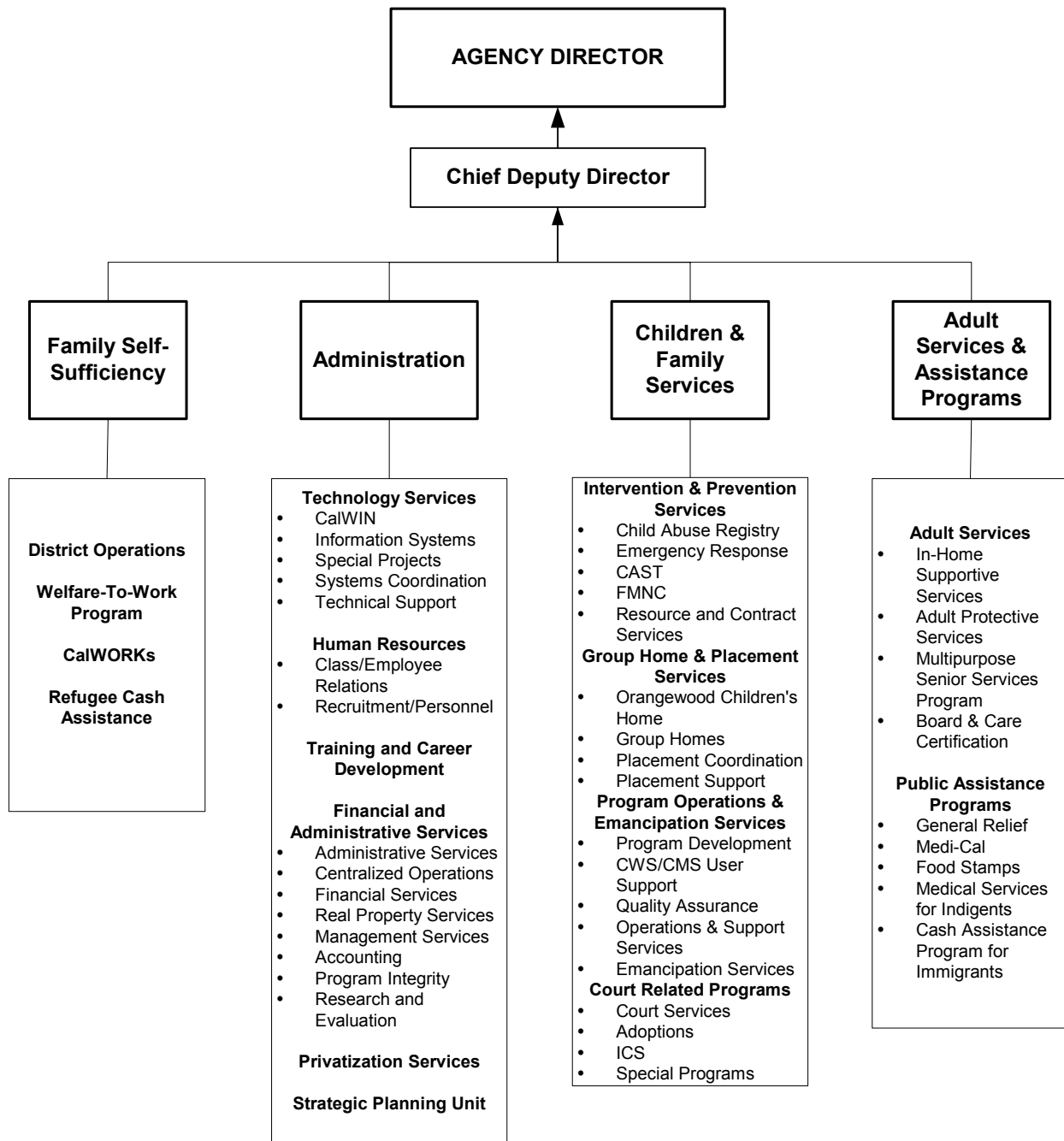
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## **IV. APPENDICES**

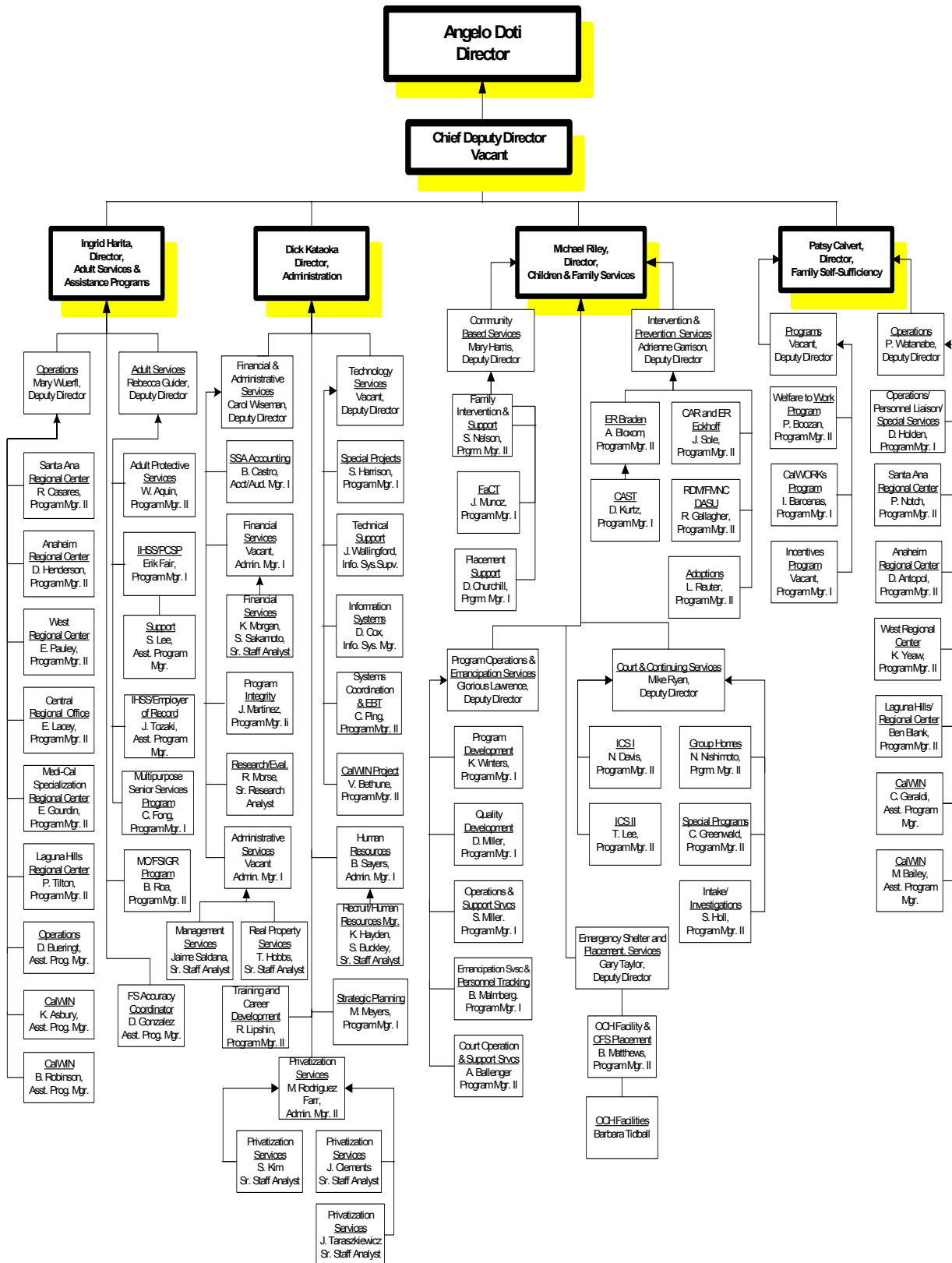
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<b>Appendix A</b>	<b>Social Services Agency Organizational Chart</b>
<b>Appendix B</b>	<b>Management Team</b>
<b>Appendix C</b>	<b>Labor Management Committees</b>
<b>Appendix D</b>	<b>Business Plan Team</b>
<b>Appendix E</b>	<b>Accomplishments 2003</b>
<b>Appendix F</b>	<b>Caseload/Client Data</b>
<b>Appendix G</b>	<b>Service Expectations</b>
<b>Appendix H</b>	<b>Legal Mandates</b>

## Appendix A - Social Services Agency Organization Chart



## Appendix B - Management Team



## **Appendix C - Labor Management Committees**

### **OCEA Labor Management Committee**

**Chairs:** Arlyn Buck, Anita Walker

**Sponsor:** Dr. Michael Riley, SSA Management

<b>Committee Member</b>	<b>Phone Number</b>	<b>Bldg. #</b>	<b>Affiliation</b>
Antopol, Dick	575-2706	2	FSS/Program Manager II
Benoun, Ailene	940-5711	135	CFS/IPT
Buck, Arlyn	834-8903	91	ASAP/Office Supervisor C
Camino, Luisa	825-3139	48	ASAP/Social Worker II
Campbell, Mark	503-2288	191	FSS/Social Services Supervisor I
Clark, Suzann	704-6113	122	CFS/SSSS
DesRoches, Vicki	667-8503	37	FSS/SSS I
Forman, Rachel	(949) 206-4041	192A	FSS/SSS II
Garrett, Sherilani	835-3355	OCEA	OCEA Sponsor
Harris, Gaylan	245-6284	158A	HR Sponsor
Fair, Eric	825-3103	48	ASAP/ Program Manager
Martinez, Priscilla	438-8819	03	ASAP/Office Technician
McLellan, Brigitte	575-2709	04	ASAP/Asst. Program Manager
Riley, Michael	541-7793	160	SSA Management Sponsor
Walker, Anita	490-2211	182	FSS/Asst. Program Manager

### **AFSCME Labor Management Committee**

**Chairs:** Carol Neal, Pauline Notch

**Sponsor:** Patsy Calvert, Director, Family Self-Sufficiency Division

<b>Committee Members</b>	<b>Telephone Number</b>	<b>Building #</b>	<b>Affiliation</b>
Arce, Olga	490-2252	182	Employment & Eligibility Specialist
Baily, Magdalena	435-7823	32	Employment & Eligibility Specialist
Bower, Jeff	590-7298	84	Eligibility Technician
Calvert, Patsy	541-7810	160	SSA Management Sponsor
Cota, Jessie	435-5848	32	Employment & Eligibility Specialist
Embrey, Nancy	575-5843	02	Eligibility Technician
Fox, Sandra	435-7803	32	Employment & Eligibility Specialist
Hayden, Kendra	541-7754	158A	Senior Staff Analyst – HR
Hernandez, Cecilia	575-5918	188	Eligibility Technician
Macera, Carol	634-1657		AFSCME Business Representative
Maticic, Elaine	575-2794	04	Assistant District Manager
Neal, Carol	435-7830	32	Eligibility Technician
Notch, Pauline	435-7897	32	Program Manager II, FSS Operations
Samson, Cindy	435-7414	03	Assistant District Manager
Zucca, Ellie	687-6107	101	Social Services Supervisor II



In the Social Services Agency, there are two Labor Management Committees (LMCs). Both of these committees have management appointed members who are generally managers or supervisors, and committee members from the Agency employees who are represented by either the Orange County Employees' Association (OCEA) or the American Federation of State, County and Municipal Employees (AFSCME). These committees are co-chaired by a member who represents the labor group and a representative of the management team. The purposes of the LMCs are to:

- ◆ Support the Agency mission and goals
- ◆ Promote a positive working environment
- ◆ Promote positive morale in the workplace
- ◆ Establish guidelines for addressing workplace issues
- ◆ Provide a forum for identifying and addressing workplace issues
- ◆ Encourage diverse viewpoints in the decision-making process
- ◆ Develop solutions for issues raised
- ◆ Encourage effective communication and education among employees, management and the LMC
- ◆ Support the PIP process
- ◆ Apply the principles of Enlightened Leadership

Both LMCs meet on a monthly basis to discuss PIP related issues, the SSA Business Plan, LMC Team Leader meeting updates, and to review the various PIP activities taking place around the county. The SSA/OCEA LMC discusses workplace issues at their monthly meeting. Workplace issues are discussed outside the SSA/AFSCME LMC. Each LMC produces a newsletter to keep staff informed of the different aspects of PIP such as goal setting, mid-year review and progress report, conciliation process, updates on workplace issues and training.

The OCEA LMC participated with other County LMCs to assist the County CEO in identifying strategies for creating greater efficiencies and cost savings for the County. This was accomplished by soliciting input from staff in all Agency departments. The LMCs will assist with implementation of ideas submitted. The OCEA LMC completed development of an Employee Recognition Awards Program. Implementation of this program is pending the availability of funding for awards.

The SSA/AFSCME LMC created a Performance Incentive Program binder for all AFSCME represented staff as well as their Supervisors and Managers. This binder is used for filing the SSA Business Plan, PIP training material, sample goals, the conciliation procedure and PIP newsletters. The PIP binder is distributed to all new AFSCME represented staff during their Intensive In-Service Training (IIT). The SSA/OCEA LMC created a similar binder for Supervisors and Managers of OCEA represented staff.

The Agency has been actively soliciting input from the LMCs regarding the 2004 Business Plan. Executive Management, who also serve as LMC sponsors, attended both committee meetings to discuss the current plan and solicited input for the 2004 plan. In addition, chairs of each LMC are members of the Business Plan committee, acting as liaisons and thereby facilitating further communication. The LMCs have been asked to assess Agency policies and procedures using the MAPP framework (Meeting, Approval, Policies, Procedures). This framework assisted us in reevaluating our processes to identify organizational improvements and efficiencies.

## **Appendix D - Business Plan Team**

The Social Services Agency has a Business Plan Committee that serves as Steering Committee for the development of the Business Plan and as a forum for discussion and consensus building to address other agencywide policy issues at senior staff level. The members of this committee include:

- ◆ Director of the Agency
- ◆ Director of Administration
- ◆ Deputy Directors of the Agency's four divisions
- ◆ Chair of the OCEA LMC (representing management)
- ◆ Chair of the AFSCME LMC (representing management)
- ◆ Supervisor of the SSA Research Unit
- ◆ Agency Public Information Officer
- ◆ Manager of SSA Human Resources

The members of this committee contribute to the annual Agency Business Plan and the process to develop and monitor the Plan throughout the year. On a quarterly basis, Deputy Directors are asked to provide updates and/or status for plans and projects. The Deputy Directors continually review the service plans/strategies for consistency with Agency goals. These strategies are then refined as needed. The Deputy Directors discuss performance trends at the monthly Business Plan Committee meetings and are expected to understand underlying causes so they may work with staff and partners to adjust strategies to improve overall outcomes. The status of the Key Outcome Indicators is tracked by the SSA Research Unit. On an as needed basis, Deputy Directors are asked to provide input regarding the indicators based on the status provided by the Research Unit. Deputy Directors continually review the indicators for consistency with Agency goals and strategies.

Additionally, the Agency has actively solicited input from employees regarding the Business Plan. To provide more opportunity for input, a feedback link was placed on the SSA Intranet where the Business Plan is posted.

The Strategic Planning Unit is responsible for drafting the Business Plan document based on input provided, editing proposed corrections, and distributing the final document to the CEO's office, Board of Supervisors, outside agencies and organizations, and Agency staff.

## **Appendix E - Accomplishments 2003**

The Agency provides quality social services to the Orange County community through its responsiveness to community needs and its commitment to collaboration, continued technological enhancements, a strengthened workforce, fiscal responsibility, and innovation. The leadership and dedication of staff to these principles ensure success in maintaining complex programs, accomplishing special projects, and ultimately achieving Agency goals. This section of the Business Plan 2004 reports on SSA's progress in meeting the Business Plan 2003 goals. Listed below are the goals for 2003 and some of the major activities for 2003.

<b>Goal # 1: Provide services to help needy or vulnerable adults and children to receive health care, food, shelter and clothing.</b>
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1. The Electronic Benefit Transfer (EBT) System for CalWORKs and Food Stamp clients was fully implemented for all CalWORKs, Food Stamp, RCA and GR clients. Agency program, district, technology systems and accounting staff provided training to all users including clients and Community Based Organizations. Post implementation support has been provided as required.
2. Food Stamp accuracy improved in Orange County from 87.35% to 92.32% (10/02 – 07/03). Some activities that facilitated this improvement included implementation of a monthly Food Stamp survey, intense case reviews in continuing and new standardized case review policies, a Change Pilot in ASAP that focuses workers on CW7 processing tasks, the addition of an Agency Food Stamp Coordinator to lead and oversee corrective action tasks and error analysis, the reorganization of the agency's Corrective Action Committee, and new error analysis of supervisory and Program Integrity Coordinator case review data that tracks individual, district, division and agency errors.
3. Quarterly Reporting is expected to be implemented effective April 2004. CalWORKs and FS Program Managers have continued to hold monthly Executive Steering Committee meetings with members that include program, operations, accounting, training, and systems staff. Sub-committees with responsibility in all of these areas have been established and are meeting on a regular basis. New program policies are being drafted, an automated budgeting process is being designed, State forms are being ordered, and county forms are being designed. Plans are being developed for training in January and February 2004 for approximately 1,000 FSS/Assistance Payments staff.
4. Medi-Cal staff processed the cases affected by the Craig v. Bonta lawsuit in a timely manner. All cases were processed by the December 2003 deadline.
5. The Mutual Clients Work Group continues to meet on a monthly basis with a December 2003 target date for implementation. SSA Children and Family Services (CFS) and CalWORKs staff began the development of the Alternate Response System now being called Differential Response to conform to one of the recommendations of the Child Welfare Stakeholders Group. CalWORKs and CFS staff met with the Children's Research Center (CRC) on 5/2/03 and began discussions regarding the development of a Structured Decision Making (SDM) Risk Assessment Tool for use on CalWORKs clients. A conference call between SSA, Partnership Project and CRC staff on 7/17/03 provided further discussion on the development of the SDM tools including clarification of expectations and identification of preliminary project tasks. CalWORKs and CFS staff continue to research accessing Title IV-E and other possible funding resources for planned prevention services. An evaluation session conducted by U.C. Davis on 6/24/03 provided an assessment of the project's progress and areas that need improvement. A meeting conducted

with CRC determined requirements and next steps towards development of a risk assessment tool. Also, a Memorandum of Understanding (MOU) was completed with CRC to begin the first phase of Risk Assessment Tool development. The group has developed a process to identify potential CalWORKs Family Reunification (FR) candidates preparatory to implementing Differential Response.

5. Collaboration with other county agencies/departments to facilitate service provision has expanded. Memorandums of Procedures (MOP's) have been developed and renewed annually for FSS, to include: HCA- Behavioral Health Services, HCA-Public Health Nurse, CSA-One Stop Partner, CSA-Community Services Provider. FSS also partners with: District Attorney Child Support Division, Probation and Sheriff's Departments, and participates on the Domestic Violence Council. SSA also collaborates through regular meetings with Community Colleges, Adult Schools, and ROP liaisons.

<b>Goal #2: Promote independence and self-sufficiency by helping the unemployed, underemployed, and emancipating youth achieve and sustain stable employment.</b>
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1. Implementation of the CalWORKs 60-month time limit provisions, including identifying available services that are legal and appropriate, and encouraging recipients to become employed and to improve employment advancements prior to expiration of time limits have been completed. As of September 2003, 2,708 ( 31%) of CalWORKs adult persons have already timed out of CalWORKs. 466 (5%) more CalWORKs adults are expected to time out later in 2003, and 5,727 (64%) adults are expected to remain on aid during 2003. 72% of all adults who have already been discontinued in December 2002, and January and February 2003 are employed or self-employed, before they were timed out.
2. SSA has assisted CalWORKs participants to overcome barriers to employment through the Employment Support and Retention services program, with a focus on prioritizing essential services to maximize program effectiveness while reducing the funds available to provide these services. SSA has continued its contract with ACS to provide a range of employment support and retention services. In FY 02-03 ACS provided on average of 3,000 direct and contracted services each month to help participants retain employment. From January through July 2003 approximately \$324,160 was expended per month for retention and support services.
3. SSA has developed an accommodation strategy for all CalWORKs participants identified as Learning Disabled. A renewed contract for the 7/03-6/04 Learning Disability evaluations has been approved. The provider attends the SSA Partners Meeting as well as targeted meetings to refine accommodation recommendations.
4. A Case Management Best Practices Committee was formed with the goal of increasing the WTW Participation rate. The Committee has developed a draft staff survey to gain insight into focus areas of case management where improvement may be needed. A subcommittee is in the process of being established to review and finalize the survey document.
5. Effective 5/1/03, additional data from drop-down menus was developed to identify specific service delivery with corresponding outcomes. Technology Systems is finalizing the table updates. The SMART Operations Committee has agreed to the additional data available in SMART (Service Management Access Resource Tracking.)
6. The Mutual Client Committee, with the Children and Family Services and Family Self-Sufficiency managers and staff, developed a policy and procedure effective February 2003 that enables CFS staff to identify and refer CalWORKs parents in a Family Reunification case plan to CalWORKs for continuation of Welfare-To-Work (WTW) services. This CFS Policy has been

posted on CFS intranet site. All staff from both divisions have been trained and CFS staff have begun identification and referral of CalWORKs parents for continuation of WTW services. The Mutual Clients Workgroup continues to monitor progress. A match process has been developed for CWS/CMS and CDS computer systems to identify potential candidates for these services. The first list was distributed in June 2003.

7. FSS has continued to coordinate services and provide program, resource and benefit information to asylees as well as refugees and victims of trafficking to facilitate their acculturation and transition to self-sufficiency. The service plan was to serve 50 asylees, 254 refugees, and all identified trafficking victims in Orange County. As of September 2003, 68 Asylees, 259 Refugees and 8 Trafficking Victims have been served. FSS has established coordination with agencies serving asylees to facilitate outreach, providing information and referral for asylees to access cash assistance, Food Stamps, Medi-Cal, Refugees Services and health assessment services provided by HCA. Decentralization of the Refugee Cash Assistance Program as of 9/1/03 is providing easier access for refugees, asylees, and trafficking victims to apply for benefits. FSS is currently working with the Office of Refugee Resettlement (ORR) to track trafficking victims from America Samoa who were relocated to Orange County. SSA is working with victims and sponsors to resolve various issues.
8. SSA has continued staff participation on the various Workforce Investment Board Youth Councils to obtain and share information regarding youth employment programs. SSA holds Partner Meetings monthly with the WIBs. FSS serves on the steering committee of the O.C. Workforce Development Committee, which actively supports youth programs.
9. Emancipation Services Program (ESP) has doubled the number of youth scheduled each month for Vocational Assessments. ESP has membership on two of the three Workforce Investment Board (WIB) Youth Councils and is seeking membership on the Anaheim WIB Youth Council. Over 282 foster youth have been referred to all 3 WIB Youth Councils' contact services. Independent Living Coaches are assigned to 127 youth, including parenting and emancipated youth. According to a report from the SHPERE Institute in January 2003, 93% of all former Orange County foster youth are enrolled in continuing Medi-Cal benefits. In a query completed September 25, 2003, there were 200 current emancipated foster youth Medi-Cal recipients residing in Orange County.
10. The CGT Database was converted to Oracle 9.i and the second phase of Oracle Discoverer training has been completed for all divisions.

<b>Goal #3: Promote the safety and well-being of vulnerable adults and children through the availability of child and adult abuse prevention, intervention and supportive services.</b>
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1. Community-based organizations have been approved to receive Medi-Cal Administrative Activities and Targeted Case Management funding. HCA will establish contracts with those grantees to sustain programs beyond Proposition 10 contract periods. Prop. 10 and SSA have concluded a study group to prioritize recommendations for services to children 0-5 years old in the child welfare system; and these recommendations have been accepted by Prop. 10. Planning for program development includes identifying opportunities for leveraging funding. A contract is currently being drafted to match Orange County Department of Education residual Foster Youth Services funding with Title IV-E funds to re-establish foster youth education progress, tracking services for foster youth age 14 through emancipation.

2. FaCT was awarded \$231,686 by the Children and Families Commission of Orange County for 17 months that began 7/01/03, to provide administrative oversight of the Bridges II Program that connects families of newborns with community-based resources including Family Resource Centers (FRCs). FaCT applied for a \$600,000/3 year federal grant offered by the Department of Health and Human Services and other agencies. On 9/24/03, SSA received notification of a full award beginning FY 2003/04. This program is a caregiver relationship-building program primarily targeting child welfare services families and integrating the services with those offered by the FRCs.
3. On 9/30/03, the Orange County Board of Supervisors approved nine contract agreements to provide FRC services at \$2,250,000 per year plus an agreement from contractors to match this amount with \$225,000 per year. This includes Family-to-Family Team Decision Making services at four of these FRCs – two each in Santa Ana and Anaheim.
4. Health Care Agency provides mental health services to dependent youth in five residential settings and five community based clinics. In September 2003, services were provided to more than 1,193 children. Emancipation Services Program is collaborating to establish Service Learning tutors for foster youth at some of the FRCs. Foster youth tutoring referrals to the Friendly Center in Orange began on 10/01/03, and it is hoped that other FRCs will also be able to provide space for this activity.
5. Children and Family Services has developed some effective alternatives to group home placement. As of September 2003, 200 foster children have participated in the Wraparound program. HCA and SSA are implementing a California Institute of Mental Health project to develop Multidimensional Treatment Foster Care foster homes. UC Davis provided additional Family Group Decision Making (FGDM) training to Independent Living Program staff and Independent Living Coaches to expand the pool of ILP coordinators. Increased services are now available to “at risk” group home children. Twenty-seven FGDM meetings were held with children who are in group home placements. Twenty-two of these meetings addressed the youth’s emancipation plans. A second apartment complex has been established for the Olive Crest contract for Transitional Housing Placement Program (THPP), bringing the current placement count to twelve youth in the two facilities. Two other group home organizations have expressed an interest in converting their facilities to THPP contracts.
6. Children and Family Services has improved its use of the CWS/CMS system. Ad hoc reports track data entry of selected data elements for the Health and Education Passport. Currently, the percentage of placement cases with health data entered is 96% and the percentage of placement cases of children 5 years of age and older with education data entered is 85%. CFS Management identified a goal of contact data entry within 7 business days. The Program Development Unit developed an interim Policy and Procedure and several supporting documents to assist staff in entering the required data. As of September 2003, 81% of all compliance contacts were being entered within the 7-business-day goal. The contact data entry goal is 90% or better.
7. The social behavior of the youth housed at Orangewood Children’s Home (OCH) has improved. Since the implementation of the Orangewood Active Teaching Therapeutic Approach. (O.A.T.T.A.) program, there has been a significant decrease in the number of Special Incident Reports; in the number of youth requiring removal from school; the number of situations requiring use of the Emergency Intervention Program; and the number of youth requiring psychiatric hospitalization. The success of the O.A.T.T.A. program is most apparent in the Adolescent Girls Cottage, where, in addition to the above-mentioned indicators, there has been a decrease in the number of youth requiring frequent placement changes returning to the cottage,

and stability in placements outside Orangewood for a core group of youth. The Intermediate and Adolescent Youth regularly complete Exit Interviews and Youth Opinion Surveys, which are administered by Boys and Girls Town staff. The youth indicate, through these surveys, that they are being taught beneficial social skills and that these skills will be useful to them once they leave OCH. To date, there have been 373 staff trained in the O.A.T.T.A. Program. The current focus of Orangewood Administration and Boys and Girls Town staff is on technical support to assist Orangewood with becoming autonomous. Orangewood training staff has assumed full responsibility for presenting the initial 40-hour Managing Youth in Short Term Care (MYSTIC) workshop.

8. Children and Family Services has implemented the provisions of the Adoptions and Safe Family Act (ASFA). The California Department of Social Services has issued the directives for county compliance with the new process to approve relatives to care for dependent children. CFS program development staff has provided continuous direction to deputies/staff as to the need for full compliance to protect the Agency's funding streams. A Title IV-E audit of foster care eligibility cases was completed on 6/4/03. Cases reviewed were found to be in compliance with ASFA regulations. Program Improvement Plan (PIP) activities are in progress in preparation for another audit in 2005. Seven training sessions to CFS staff were completed with emphasis on correct utilization of federal funding. Orange County passed the Federal Title IV-E audit with 100% compliance.
9. Children and Family Services continues its foster and adoptive family recruitment and retention efforts. The Foster Parent Conference funded with HCA funds allowed over 500 foster parents to update training on May 17, 2003. Sixteen potential foster parents attended the conference. Nine families are either enrolled or plan to enroll in classes this year. Foster Parent Support Services has identified over 30 community classes that will qualify for the annual training required for foster parents.
10. Children and Family Services continues to integrate Structured Decision Making (SDM) into the provision of child welfare services. Web based Structured Decision Making (SDM) was implemented on October 1, 2003. This version of SDM requires supervisor review and approval for every completed assessment. All users of SDM completed refresher training in 2003.
11. Children and Family Services staff is improving outcomes for dependent children as measured by the Adoption and Safe Families Act (ASFA) Federal Outcome Measures. CFS is in the process of implementing the required Adoption and Foster Care Analysis and Reporting System (AFCARS) reviews and updates at least once every six months in addition to the existing reviews at the time of case transfers, new placements, and case closures. This regular review is expected to improve the accuracy of AFCARS data elements that are measuring the outcomes of our services to dependent children.

<b>Goal #4: Lead and support a shared community responsibility for the prevention of child and adult abuse and support of families.</b>
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1. The Community Partnership Program designed to identify, recruit, and enroll local organizations to assist SSA caseworkers in providing essential resources to families in need has been implemented. The goal is to solicit and recruit community organizations and SSA Caseworkers for this program. Caseworkers are then matched with these community organizations to provide essential resources to families in need. We have a total of 174 CFS and FSS caseworkers participating in the Community Partnership Program, with 162 currently matched with an organization.

2. The agency collaborated with community partners and other agencies to ensure that staff in outstationed assignments were effectively utilized so that services to clients were maximized. Specifically, quarterly meetings were held with the Hospital Association of Southern California, Family Resource Centers and County Island partners to discuss facility issues and plan strategies for increased application referrals. One new strategy at County Island sites included taking Food Stamp applications in addition to Medi-Cal applications. Another strategy implemented was the development of a monthly report that tracks application levels below 85% of target at individual facilities.
3. Children and Family Services provided technical assistance to both SSA-funded and non-funded Family Resource Centers to improve their effectiveness and capacity to provide child abuse prevention and family support services. In 2003, SSA provided fourteen hours of training to 231 FRC staff and their community partners in five different workshops and an additional 38 hours of training to 754 participants in twelve workshops and one all-day conference. Participants gave the workshops an overall rating of 4.5 out of 5.
4. Monthly volunteer orientation and training sessions were conducted in 2003 to promote the involvement of the community in a variety of programs that are especially vital in a period of funding reductions.
7. SSA is partnering with the Health Care Agency and other community partners to expand the Child Abuse Services Team (CAST). A SSA/HCA workgroup comprised of fiscal, program and contract staff met biweekly to solidify a leveraged fiscal plan using government and community funds. The Hoag Foundation donated \$500,000 and contract negotiations have begun to expand the Child Abuse Services Team (CAST).
5. Adult Protective Services has continued to utilize the expertise of private and public experts in the community to address abuse of elder and dependent adults through participation in multidisciplinary case conferences, including Financial Abuse Specialist Team (FAST), Multidisciplinary Team (MDT), and the Vulnerable Adults Specialist Team (VAST). APS has chaired 10 MDT meetings and has presented a total of 180 cases at FAST/VAST/MDT meetings.
6. Plans have been developed for the transformation of business processes to gain maximum value for the Agency and all of its collaborative partners from the implementation of CalWIN. These plans include clerical and reception services, Intake and Initial Services, Continuing and Ongoing Services, Employment/Welfare-To-Work and General Relief /Work Program services as well as Fiscal Services. A redesigned organizational structure has been formed to begin the complex process of refining and implementing the plans. These efforts are being coordinated with the appropriate labor groups (AFSCME and OCEA).
7. On May 8, 2003, SSA's 888 N. Main Street building was successfully linked to the County's Enterprise ATM network. Evaluation and further implementation is being considered.
8. Continue data sharing efforts in support of the County's annual homeless needs assessment. When appropriate, work with County agencies to research options to link regional data systems. In all cases, SSA is ensuring that data sharing efforts are in compliance with all federal, state, and local confidentiality and data sharing requirements.



## **Appendix F - Caseload/Client Data**

Orange County has a population of 2.93 million. The population grew by 8% from FY 1997/98 to FY 2002/03, and continued growth is projected for FY 2003/04. SSA provides one or more types of services and assistance to an average of 330,292 persons and their families each month. At any given time, approximately 1 in 9 residents of the county has contact with our Agency.

<b>PROGRAM</b>	<b>CLIENT CHARACTERISTICS</b>	<b>MONTHLY AVERAGE</b>	<b>% OF COUNTY POPULATION</b>
1. Adoptions	Children placed with adoptive parents.	43	.005%
2. Child Abuse Registry	24-hour hotline for reports of suspected child abuse.	2,309	.273%
3. Children in Foster Care/Relative Care	Children receiving services to reunite families and children who cannot safely return home.	3,108	.368%
4. Children in Their Own Home	Children receiving child welfare services while in the home.	2,161	.256%
5. Orangewood Children's Home	Average daily population of children in protective custody.	124	.015%
6. CalWORKs	Adults and children who meet eligibility criteria, including legal residency, income and property limits, and employment requirements.	50,060	1.71%
7. Food Stamps	Low income individuals who meet legal residency, income and property limits, including CalWORKs recipients.	73,991	2.53%
8. General Relief	Indigent adults who meet legal residency, income and property limits.	465	.02%
9. Refugee Cash Assistance	Clients with an INS classification of Refugee and who meet eligibility criteria.	75	.00%
10. Medi-Cal	Adults and children who meet eligibility criteria for medical services, including those receiving other public assistance services.	286,001	9.76%
11. In-Home Supportive Services	Low income frail elderly, disabled and blind individuals who require assistance with activities of daily living.	9,005	.31%
12. Adult Protective Services	Number of reports of suspected abuse received for elders and physically or mentally disabled individuals.	430	.01%
13. Multipurpose Senior Services Program	Active cases of elderly Medi-Cal clients who require case management to avoid or delay placement in a nursing facility.	349	.01%
14. Cash Assistance Program for Immigrants	Aged, blind and disabled aliens who are not eligible to federal SSI due solely to their immigrant status.	61	.00%

Programs numbered 1-5: The program counts are compared to the county population of 18 years and younger based on estimates by the State of California, Department of Finance, Race/Ethnic Population with Age and Sex Detail, 1970-2040. The estimated number of persons 18 years or younger living in Orange County is 845,148. Programs numbered 6-14: The program counts may be duplicative; i.e., recipients may receive CalWORKs, Medi-Cal and Food Stamps.

## **Appendix G - Service Expectations**

SSA is currently engaged in planning and implementing changes that have become necessary as part of the current budget reductions. At the same time, however, the Agency is also continuing to look at partnerships and collaboratives as a means to enhance service provision while funding is reduced. Some of the changes that will have a significant impact on policy and the service environment include:

### **Program Changes**

- ◆ Welfare Reform Reauthorization — SSA is planning for program changes in CalWORKs and Food Stamps as a result of federal reauthorization of welfare reform legislation. The Agency will monitor activities and provide input in preparing for potential changes in program objectives, eligibility rules, and funding levels.
- ◆ CalWORKs Time Limits — CalWORKs recipients began reaching their 60-month time limit for cash assistance effective January 2003. SSA has implemented processes relating to discontinuing cash assistance for affected adults and establishing a child-only Safety Net program. SSA will also continue to evaluate ongoing self-sufficiency strategies.
- ◆ Mutual Client Cases — Family Self-Sufficiency and Children and Family Services will concentrate on enhancing the current mutual client project through participation with the CalWORKs/Child Welfare Partnership Project, with a focus on improved communication, coordinated case planning and development of child abuse prevention strategies. The CalWORKs reunification regulations will be fully implemented, providing CalWORKs services to parents during Family Reunification.
- ◆ Medi-Cal Only Cases —Implementation of Mid Year Status Reports in Orange County during January 2004 will require Medi-Cal recipients to report changes every six months. This change will impact the workload of staff and will require educational outreach and training for both staff and clients. In addition, implementation of Performance Measurement Standards in Medi-Cal effective January '04 will require the county to process applications and reinvestigations within mandated timelines at a rate of 90% or better. This change will require additional coding and monitoring processes for staff.
- ◆ Medi-Cal Transfer of Assets—Implementation planned effective March '04. This impacts Long Term Care applicants when a transfer of assets occurs on or after 3-1-04. Staff will have to do two different periods of ineligibility computations depending on the date of asset transfer. It also extends the transfer lookback period from 30 months to either 36 or 60 months depending on case situation.
- ◆ Medi-Cal and In-Home Supportive Services—Expansion of Personal Care Services Program (PCSP) to the Aged, Blind and Disabled (ABD-MN) and Aged and Disabled Federal Poverty Level Programs. There is a workload Impact for both Medi-Cal and IHSS staff as the county is required to open both an IHSS case and a Medi-Cal case concurrently. There is a retroactive requirement back to 4-1-99. The anticipated implementation date is 2004.

- ◆ Quarterly Reporting/Prospective Budgeting for Food Stamps and CalWORKs — This regulation change, due to be implemented in April 2004, requires recipients to report changes quarterly instead of on a monthly basis. This effort will require a major operational change, significant changes in budgeting and benefit processes, and a considerable educational effort for both staff and recipients. There is potential impact on the Welfare-To-Work participation rate.
- ◆ Transitional Food Stamps –AB 1752 provides for five months of transitional Food Stamp benefits to households terminating from CalWORKs. Benefits will be adjusted for the loss of the CalWORKs grant but shall otherwise remain the same as issued in the month prior to the termination of CalWORKs. This regulation change, due to be implemented in January '04, will increase the number of clients on Food Stamps, thus resulting in an additional workload.
- ◆ Foster Home Licensing and Relative Home Approvals — Federal guidelines have clarified that the Adoption and Safe Families Act of 1997 requires that the same safety standards used for licensing foster homes shall be used in relative and non-related extended family member homes. Orange County is continuing efforts to ensure that the same standard is applied and documented and will develop mechanisms to ensure annual safety reviews are implemented for relative homes per the requirements of AB 1695 and State directives.
- ◆ Federal (ASFA) and State (AB636) legislation and the California Child Welfare Services Redesign mandate a shift in child welfare practices and require that measurements of success be based on outcomes. Orange County will implement the “Family to Family” model of service delivery to comply with the legal mandates and to achieve positive outcomes for abused and neglected children.

#### **Changes in Operations**

- ◆ Family Self-Sufficiency (FSS) — SSA has implemented SMART, a case management tracking system, and a direct deposit banking system for cash assistance payments.
- ◆ Space Planning-Efforts to consolidate SSA locations will continue in 2004. Evaluation of existing space to maximize service delivery will continue.
- ◆ Job Retention — The labor market in Orange County still has sufficient availability of entry-level positions for Welfare-To-Work participants. However, additional focus is needed in job retention and career enhancement for self-sufficiency.
- ◆ The Child Welfare Services Redesign will require organizational changes in CFS programs to maximize the use of staff and fiscal resources.
- ◆ Updating Agency Technology—SSA continues to upgrade standards for personal computers and network equipment to minimize response times and to provide a reliable, high level of service. By maintaining a sharp focus on strategic plans combined with a careful analysis of fiscal constraints, SSA is building a computing and network infrastructure that will continue to meet the business needs for current applications such as CWS/CMS and prepare us to meet the increased demands of new mandated application systems such as CalWIN.

- ◆ Teleconferencing—The newly installed equipment for teleconferencing will be available for use by January 2004. Potential SSA users will be trained on proper use and procedures. Teleconferencing will help reduce overall expenditures for the year.

### **Workforce Changes**

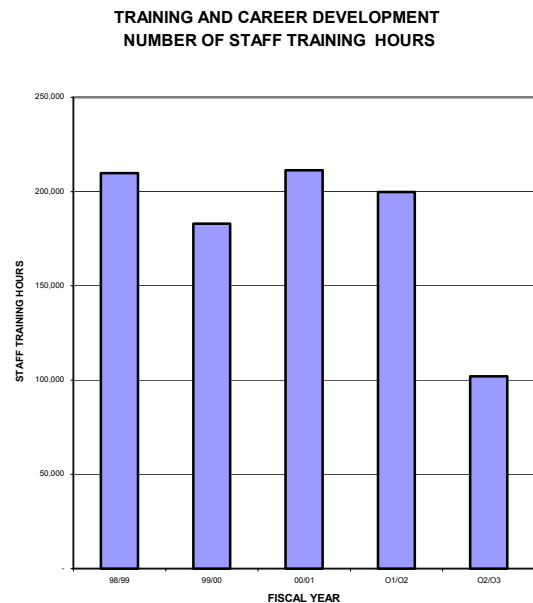
- ◆ Retention of staff — SSA will continue to enhance retention of social work staff where possible by providing minimal mentoring and supervision for clinical licensure, along with a limited number of interns due to the budget crisis.
- ◆ Caseload reduction — SSA will continue to follow AB 364, the bill that establishes the Human Resources subcommittee of the stakeholders, to develop a plan to reduce caseloads over the next five years.
- ◆ Education and Staff Development—
  - SSA continues to partner with Cal State University, Fullerton, University of California, Davis and Cypress Community College to bring human services-related college credit courses to SSA staff at the SSA on-site facility. Completion of these educational programs can lead to certificates in human service programs and college degrees in human services/social work-related fields.
  - SSA continues to encourage and support staff personal and professional goals to attend and participate in many job-related educational opportunities.
  - In calendar year 2002 SSA employees attended more than 32 different colleges or universities and completed approximately 500 college courses in the field of human services/social services. This was accomplished through SSA support of the Educational and Professional Reimbursement Program (EPRP). In calendar year 2002, 408 employees submitted requests for tuition reimbursement.
  - SSA's training needs are being met through strategies which include modified work expectations for eligibility and social work staff, educational opportunities for advancement and retention of staff, development of supervisors for future management positions and training to prepare managers for executive level positions. SSA supervisory and management staff also participated in LEAD Training, Enlightened Leadership and supervisor and management EEO update training during 2003.
  - Development of computer and online web-based training which will enable the Agency to meet increased training needs. Planning is underway to facilitate, develop and modify these training methods.
  - Staff will be offered opportunities to participate in activities that will enhance their knowledge and use of the CalWIN system.
  - Federal, State and County initiatives and Child Welfare Services Redesign will require training to educate and provide new skills to SSA staff and community partners. These major changes will require coordinated training by the California State Department of Social Services (CDSS), the Public Child Welfare Training Academy (PCWTA) and Training and Career Development (TCD).

The first in a series of trainings over the next four years will be New Initiative Training and Family to Family training. These two trainings will be presented by PCWTA and TCD trainers to more than 2,000 SSA staff and community partners.

Since FY 1998/99, the number of staff training hours varied from year to year. This chart reflects the total number of SSA staff training hours over the past five years.

The decrease in the FY 2002/03 training hours is largely a result of the budget crisis and hiring freeze. The contracted training budget was reduced by more than 90%.

It is anticipated that the number of training hours will remain lower than the previous four years until such time as the budget improves and the hiring freeze ends. Training hours for FY 2003/04 may increase over those of FY 2002/03 as a result of the required training associated with the CFS New Initiative Training and CalWIN training.



### **Community Linkages/Capacity Building**

- ◆ Expanding Partnerships with Community-Based Organizations (CBO) — SSA continues to build linkages and participate in collaborative efforts with churches, educational entities, community-based organizations, contract providers and other agencies to enhance service delivery, provide information about resources, programs and services, and expand community capacity.
- ◆ Community-Based Family Resource Centers – SSA provides funding to nine Family Resource Centers throughout Orange County, offering neighborhood-based family strengthening services such as parenting education, case management, counseling, healthcare access, youth development, outreach, resource & referral, community development, and other center-based and home-based services for birth, kinship, foster, adoptive and blended families. SSA's groundbreaking work to establish such centers began in the early 1990s and has provided the platform for both the Agency and the Orange County Children and Families Commission of Orange County (Proposition 10) to build a system of community-based family support services. In light of funding reductions, expanded opportunities for fiscal and resource leveraging will be sought to ensure continued service delivery in high need areas of the county.

## **Appendix H - Legal Mandates**

A listing of programs and functions by Agency Division is provided below along with the respective legal authorities.

<b>PROGRAM</b>	<b>PROGRAM COMPONENTS</b>	<b>LEGAL AUTHORITY</b>
<b>Administration:</b> Supports the Agency with a variety of services that include accounting, fiscal/planning and management services, human resources, contracts, information and systems, program integrity and staff development, strategic planning, legislation, volunteer services and media relations.	Program Integrity Information Systems Services Fiscal Services Training and Career Development Human Resources Administrative Services Privatization Services Disaster Services Strategic Planning/Legislation/ Volunteer Services Media Coordination	State Welfare and Institutions Code State of California Penal Code State Manual Policies and Procedures CDSS Manual-CFC Civil Rights Act 1964 Social Security Act Board Resolution 72-1116 45 Code of Federal Regulations State Government Code County of Orange Contract Provider Manual
<b>Adult Services &amp; Assistance Programs:</b> <b>Adult Services</b> - Provides resources and services which protect the aged, blind and disabled from abuse and exploitation and allows them to live in a safe environment.  <b>Assistance Programs</b> - Administers federal, state and county public assistance programs, determining eligibility in a manner that promotes program integrity.	In-Home Supportive Services Multipurpose Senior Services Program Adult Protective Services IHSS Provider Registry Board and Care Certifications Medi-Cal Food Stamps General Relief Medical Services for Indigents Cash Assistance Program for Immigrants	State Welfare and Institutions Code State of California Penal Code Board Resolutions, State Executive Orders 42 Code of Federal Regulations 7 Code of Federal Regulations 45 Code of Federal Regulations United States Code, Title 42 Social Security Act California Administrative Code Food Stamp Act of 1977 State Manual Policies and Procedures
<b>Children and Family Services:</b> Provides services to families and children for the protection of children endangered by abuse, neglect or exploitation.	Emergency Response Child Abuse Registry Family Maintenance Orangewood Children's Home Family Reunification Permanent Placement Adoptions Foster Care FaCT (Families and Communities Together)	State Welfare and Institutions Code State Manual of Policies and Procedures State Health and Safety Code State of California Penal Code State of California Probate Code Immigration Act of 1990 Adoption and Safe Families Act of 1997 United States Code, Title 25 and 42 Promoting Safe and Stable Families Amendments of 2001 Omnibus Reconciliation Act of 1993
<b>Family Self-Sufficiency:</b> Provides services and temporary cash assistance to enable low-income individuals and families to become self-sufficient through employment.	Welfare-To-Work CalWORKs Diversion Supportive Services CalLEARN Child Care Programs Homeless Assistance Refugee Cash Assistance	Personal Responsibility and Work Opportunity Reconciliation Act of 1996 Code of Federal Regulations California AB 1542 (1997) State Welfare and Institutions Code State Manual of Policies and Procedures Board Resolution